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ABSTRACT

With funding made available by the World Bank, additional (Phase II) activities were undertaken in Bangladesh to enhance business management education and training. Executive Development Programmes (EDPs) were planned and carried out according to the model previously developed and validated. Eight seminars were offered for the Institute of Business Administration, the Bangladesh Management Development Centre, Dhaka University Commerce Faculty, and Rajshahi University Commerce Faculty. A workshop on writing case studies was offered, proposals and finished cases were reviewed for individual faculty, and case studies were developed for use in the EDP seminars. A workshop was also presented on using case studies in the business class. Other activities included educational counseling and participation in and critique of an EDP seminar developed by the Commerce Faculty of Chittagong University. Recommendations were made regarding case studies (including development of a list of target areas) and executive development programs. (Following the 14-page report are extensive appendixes, including the model for management/executive development. Materials from the seminars and the workshop are also provided, such as information sheets, handout sheets, and evaluation summaries.) (YLB)

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FINAL REPORT

EXECUTIVE DEVELOPMENT PROGRAMS IN BANGLADESH PHASE II

and

CASE WRITING

A Component of the
World Bank/Bangladesh Management Education and Training Project

Funded through
Midwest Universities Consortium for International Activities (MUCIA)
University of Illinois at Champaign

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INTRODUCTION

The World Bank has made available funding for the enhancement of business management education and training for several components of the management education efforts in Bangladesh, detailed in the World Bank "Staff Appraisal Report." The financial and directional aid was transmitted through the auspices of the University Grants Commission (UGC), which is the body that provides all funding to the several universities in Bangladesh for its authorized functions as prescribed in the by-laws and extensive operating rules and regulations for the universities.

The UGC in turn delegated certain responsibilities to the Business Management Education and Training Project (BMET). This Project has a contract with MUCIA, subcontracted to the University of Illinois at Champaign, and coordinated by Vern Zimmerman, for the administration of the provisions of services on the U.S. contractor's side. In Bangladesh, the Project Coordinator is K. Abdul Latif, ably assisted by Azhar Islam. The Resident MUCIA Representative is Muzaffer Ahmad, who is also acting director and professor at the Institute of Business Administration at Dhaka University.

During the summer of 1985, my involvement in the project included primarily an assessment of the executive development activities currently being undertaken by institutions in Bangladesh, the development of eight case studies based on Bangladesh business and industrial settings (see McLean, 1985a), and offering of four executive development seminars in conjunction with faculty members of the Faculty of Commerce from the University of Chittagong (see McLean, 1985b). The assignment for 1986 was to build on the experience of 1985.

PRE-TRIP ACTIVITIES

Fortunately, this year, plans were developed with sufficient lead time that objectives for the trip could be established and a tentative itinerary developed before my departure. That assisted greatly in pre-trip planning and, in the long-run, the effectiveness of the assignment.

I first reread my report from last year (McLean, 1985b), with specific attention to the recommendations. Because the project this year had been expanded to include specific attention to case writing, I also reviewed the report of the previous consultant who had been assigned to case writing (Davis, 1985).

Knowing that one of my objectives was to present a workshop on writing case studies, I was able to begin development of the workshop, including the duplication of materials. I also located case studies in specific areas, as requested by faculty from Bangladesh. Finally, of course, I had to confront all of the details involved in going to another country (transportation, visa, medical concerns, packing, etc.).

OBJECTIVES

Two primary objectives were established for this phase of the project:

1. To work with the faculties of the Institute of Business Administration, the Bangladesh Management Development Centre, Dhaka University Commerce Faculty, and Rajshahi University Commerce Faculty in implementing the model for management development, as modified during the 1985 visit (see Appendix 1 for both a basic and a complete outline of the model), including the offering of at least one Executive Development Program for each faculty.

2. To review and critique individual case studies and case study proposals and to assist faculty in making improvements and, where necessary, in gathering information needed to develop case studies. Furthermore, a seminar on "Writing Case Studies" was to be offered to the faculty, and case studies were to be developed for use in each of the seminars offered as a result of Objective 1. This objective related to all of the institutions identified in 1, above, as well as the Commerce Faculty of Chittagong University.

The proposed programme of work for my visit is shown in Appendix 2.

As is usually the case, ancilliary objectives developed in the course of the visit, as follows:

3. To present a workshop on "Using Case Studies in the Business Class" to the annual summer seminars for updating faculty of associated colleges at both Dhaka University and Rajshahi University.

4. To counsel with individual faculty members regarding educational opportunities for them in the United States.

5. To participate in and critique an EDP seminar developed by the Commerce Faculty of Chittigong University.

The actual activities participated in, in detail, are shown in Appendix 3.

ACCOMPLISHMENTS

The procedures used in accomplishing each of the five objectives stated above, as well as the outcomes of those procedures, are described in this section.

Objective 1: Executive Development Programs

As indicated earlier, the Executive Development Programs were planned and carried out according to the model developed by McLean and validated during 1985 (see Appendix 1). In each institution, a lead person or persons were assigned to work with me in the organization of at least one Executive Development Program.

These persons were:

Bangladesh Management Development Centre (BMDC) - Md. Salek
Chittagong University - Amal B. Nag and A. Mannan
Dhaka University - A.R. Khan
Institute of Business Administration (IBA) - Fazlul Karim
University of Rajshahi - M.A.Z. Khan, M.A. Mondal, and M. Hossain

The activities pursued within each of the five phases of the model will be described in turn.

1.0 Analyze. Because of the large number of seminars to be developed and offered, it was necessary to make decisions quickly about the topics to be presented. This decision was made in a meeting with the team leaders of the three institutions in Dhaka (BMDC, Dhaka University, and IBA), and in separate meetings for each of the Faculty of Commerce of Chittagong University and the University of Rajshahi. The decisions were based on the interviews and executive preferences obtained during the seminar evaluation process in 1985 (see McLean, 1985b), and the strengths of the faculty selected to participate. In this process, the following one-day seminar topics were identified, with dates:

June 28 - "Movement of Physical Goods to Customers" - BMDC
June 30 - "Employee Compensation: Improving, Measuring and Rewarding Performance" - IBA
July 10 - "Employee Pay and Benefits" - University of Rajshahi
July 11 - "Employee Motivation" - University of Rajshahi
July 12 - "Employee-Employer Relations" - University of Rajshahi
July 15 - "Employee Compensation Policy in Bangladesh" - Chittagong University
July 16 - "Recovery of Bank Loans: In Search of an Answer" - Dhaka University
July 17 - "Employee Compensation: Improving, Measuring and Rewarding Performance" - IBA (added after the first seminar run by IBA)

2.0 Design. In each instance, the team leaders working with me were competent in the subject matter and enthused by the project. Samples of the materials developed for the 1985 seminars were shared with each of the leaders. The need to have objectives written from the learner's perspective in observable terms was reviewed, and three-four objectives were then developed for each seminar. Seminar descriptions emerged from the objectives.

Because of the almost impossible time constraints, we had to deviate slightly from the model. If we were going to have participants, we had to get publicity out quickly. One set of materials was developed, briefly describing the three seminars originally planned for Dhaka (see Appendix 4). This information sheet was sent to all executives with whom we had visited, hand delivered to executives later visited, and given to participants in the two earliest presentations. A letter was also hand-delivered to C.K. Hyder, Secretary, Metropolitan Chamber of Commerce and Industry, Dhaka, who had been visited earlier and who had agreed to assist in the process of recruiting participants (see Appendix 5). The Institute of Business Administration also

developed its own information sheet/registration form for use in publicizing both seminars (see Appendices 6 and 7). For the participants in the earliest seminars, less than one week's advance notice was given.

3.0 Develop. Continuing with the model, we next turned to the development stage. Within each team we developed a list of the content to be included in each of the seminars and then sequenced the content. We spent quite a bit of time with identifying delivery methods, so we would be sure to include a variety of approaches. Generally, we settled on lecture, large group discussions, small groups (called syndicates in Bangladesh), case studies, and brainstorming. Because of the large number of participants in some of the seminars, a nominal group technique (NGT) was used in place of brainstorming so that "controlled participation" could take place. Media, while desirable, were unavailable, as also was the equipment for using them (e.g., no VCR nor overhead projector; in one instance, we did not even have a chalkboard or flip chart).

Once we knew what we wanted to do and how, we next had to develop our instructional materials. For each seminar we developed a handout, which included the seminar description, seminar leaders, seminar objectives, a schedule of activities, and, usually, a detailed outline of the material to be presented. In the process of developing the handout, we incorporated each of the delivery methods identified. This handout material is included in Appendices 8-15.

In every instance, it was planned to build the seminars around real-life situations in Bangladesh. This was designed both to enhance the quality of the seminars and to give faculty an opportunity to develop case studies with guidance. In each case except for BMDC and Dhaka University, the faculty member writing the case studies was someone other than the team leader. This phase of the project is described more fully in the section reporting the accomplishments of "Objective 2: Developing Case Studies."

4.0 Implement. During the implementation phase, my responsibility generally included any initial brainstorming activity, facilitation of the first case study, and concluding remarks. In each instance, this was done to model for the team leader and other faculty present how these activities can be carried out. It was generally the responsibility of the team leader to deliver the lecture/presentation (which had been reviewed in detail prior to the seminar) and to facilitate the second case study. Immediately after each seminar, a short debriefing session was held to provide mutual feedback.

In most instances, the seminars are very well attended--in fact, some became too large for effective learning to take place. The most poorly attended was the first seminar--that held at the Bangladesh Management Developmnt Centre. It suffered by being the first seminar, but also from the lack of administrative support. The "team leader" functioned by himself with little assistance from other faculty. A detailed list of participants is shown in Appendices 16-23.

Participant numbers were as follows:

June 28, BMDC - 10
June 30, IBA - 39
July 10, RU - 23
July 11, RU - 19
July 12, RU - 25
July 15, CU - 34
July 16, DU - Inaugural session, 56; working session, 35
July 17, IBA - 17

While a sizable number of these participants were faculty members, several advantages were gained from this unexpected occurrence. First, faculty members were given an excellent opportunity to interact with executives, especially in the small and large group discussions. Second, many more faculty members were able to participate first-hand in both executive development and utilization of the case method in the classroom than would have been possible if such involvement had been limited to those faculty in a leadership role.

5.0 Evaluate and Control. The only part of this phase that was feasible while I was in the country was the participant reaction sheet completed during the last few minutes of each seminar. In some instances, tallies were kept separate for faculty and executives to provide more adequate feedback. This modification to the evaluation process was made during my time there, so not all of the evaluations reflect this change. Detailed evaluations for each seminar are presented in Appendices 24-31.

In general, the responses were very positive. Executives (as well as faculty) like the case study method, especially with cases based on the Bangladesh business environment. They like the participative learning opportunities and the interaction with others. With few exceptions, the facilitators were viewed as having fulfilled their roles in an above-average manner.

Almost all of the comments suggesting changes related to a lack of time within the one-day seminar: more time for discussion, need more time, would like more cases, more opportunity for all to participate, more time for a concluding statement, and so on. It is clear that a two- or three-day seminar for executive development would be more appropriate (though, under the circumstances of providing faculty with experience in EDP, the one-day seminars were probably appropriate). Another way that several of these concerns, along with others (such as seating arrangements, lack of a microphone, etc.), could be handled is by limiting the number of participants. Having 39 participants in an EDP is not realistic if real learning is to take place. A reasonable limit with this type of interactive learning is perhaps 20. A final area in which several suggestions were made was the use of media. The difficulty in responding to this was highlighted in phase 3.0.

Another very useful set of information gained from the participant reactions was their assessment of their needs. Because some faculty responded to this question as well as executives, and because the forms did not all contain the same items, a summary of responses across all of the seminars could be misleading.

Nevertheless, it is possible to indicate the areas of greatest interest in approximate rank order:

Managerial Decision-Making
Employee Compensation and Benefits
Employee Performance Appraisals
Employee Motivation
Management Motivation
Job Planning
Team Building
Training of Subordinates
Management Information Systems
Employee-Employer Relations
Quality Control

Some items appeared high when the respondents were in specialized areas, such as in Dhaka University's seminar on Bank Loans or BMDC's seminar on Distribution.

Summary. In summary, then, 223 executive and faculty counts (this is a duplicated count because some participated in more than one seminar) participated in eight executive development seminars held between June 28 and July 17 in Bangladesh.

Objective 2: Case Writing

As indicated in this objective, three components were included: offering a workshop on "Writing Case Studies," reviewing case study proposals and finished cases for individual faculty, and developing case studies to be used in the EDP seminars described above. Each component will be discussed briefly in turn.

Workshop on "Writing Case Studies." One of the major difficulties encountered by faculty in developing proposals for writing case studies was the distinction between research case studies and case studies designed to be used to support teaching. Thus, in a brief workshop designed for faculty and offered twice (once in Dhaka and once in Rajshahi), a major emphasis was placed on making a distinction between the two types of cases. The presentation notes used in the workshop are presented in Appendix 32. This workshop, combined with last year's workshop and actually working with a teaching case as students (both in this workshop and in the EDP seminars), appears to have been effective in producing proposals and cases that are, in fact, teaching cases.

Reviewing Proposals and Finished Cases. At each institution, I was available to review proposals that individual faculty members had developed for submission to the BMET for funding, as well as cases that had been funded by the BMET and were now ready for submission. In this process, I reviewed, critiqued, and edited 19 case study proposals and 13 completed case studies, in addition to the case studies developed for the EDP Seminars. In addition, because of my availability, I was also asked to review, critique, and edit 3 research proposals. The deficiencies found were as follows:

1. Errors related to English skills (notably incorrect use of articles, incorrect verb forms, and misuse of words).

2. Proposals were for research cases rather than teaching cases.

3. The amount of support (as measured in the amount of time proposed to carry out the writing) was far in excess of that needed.

Developing Case Studies for Use in the EDP Seminars. The target was to develop at least two new case studies for each seminar offered. That objective was reached in each instance, except for the University of Chittagong which used cases developed for use in Dhaka. In total, 15 new case studies were developed and are contained in a separate publication entitled, Case studies for management development in Bangladesh, Book Two.

My role in the development of these case studies was:

- to discuss with each case writer the approach to be used with the targeted industry,
- to accompany the case writer (and usually that seminar's team leader) to the industrial site,
- to assist in the interviewing process where necessary,
- to review the first draft (which often had to be written overnight because of the time constraints), making editorial changes and raising questions about information gaps or potentially confusing statements,
- to accompany the case writer back to the industry for review and gathering of missing information,
- to review the second (and, occasionally, third) draft,
- to prepare the case for duplication, and
- to make revisions in the cases based on observations made during their use in the EDP seminars.

Objective 3: Workshop on "Using Case Studies in the Business Class

Part of the BMET Project includes an annual summer seminar for commerce faculty in associated colleges to update them in curriculum and methodology issues. I was invited to present a workshop on case studies to the participants at Dhaka University (June 29) and the University of Rajshahi (July 2). The handout, on which the presentation was based, is presented in Appendix 33. In addition, a case taken from McLean (1985a) was used with each group. In both cases, the number of participants exceeded 30. The faculty appeared to be very enthusiastic about the concept and the process; several commented following the presentation on its usefulness to them. Several inquired about the availability of the cases developed to date.

Objective 4: Educational Counseling

In many respects, this objective was accomplished on an incidental basis during informal conversations. Nevertheless, a number of faculty (and occasionally students) met with me to talk about the opportunities that might be available to them to pursue their educational goals in the United States, or to elicit my opinion about the merits of various institutions that they were considering. In many respects, this was the most difficult of the objectives in this assignment. Many of the faculty still seeking placement are those who have

low TOEFL or GMAT scores, low standing in their previous educational experiences, or will have difficulty obtaining government approval for further education because of age. Often the aspirations of the faculty or the expectations of the project were not consistent with faculty qualifications. Nevertheless, suggestions were made based on my knowledge of programs and their expectations of prospective students.

Objective 5: EDP Seminar at the University of Chittagong

Because I had spent much of my time last summer at the University of Chittagong working with case studies and EDP, I was not scheduled to go to Chittagong. At their request, the programme of work was modified, with the intent that I would spend one day reviewing individual proposals and one day observing and critiquing a seminar that their faculty put together. Much of the description of what happened at the University of Chittagong is covered under Objective 1.

Nevertheless, there were some differences. Because I was not physically present prior to the seminar, much of the planning took place over the telephone, and most of the planning details were left with the faculty. Nothing in the area of EDP had been undertaken since last summer. The faculty arranged to use the Petroleum Corporation Training Centre (as we had done last year), and they arranged to have an executive deliver the theme presentation. Both of the faculty members involved were team leaders from last year's activity. They used case studies developed for use in Dhaka rather than developing their own. The facilitation of the brainstorming, small groups, and large group discussion were all carried out by them. They also developed their own evaluation form.

The faculty clearly felt more comfortable with the processes this year than last year, and the evaluations supported the value of the seminar for the executives. Their use of an executive to make the theme presentation was consistent with advice given last summer. In spite of these strengths, however, I was disappointed that they chose not to give the presentation themselves (since that would have given them an opportunity to get some feedback) and that they did not develop their own cases. Perhaps the greatest disappointment was that it took an external impetus (my visit) to encourage them to have another EDP seminar, in spite of the positive response and attendance that had greeted their earlier attempts.

POST-TRIP ACTIVITIES

Several project related activities occupied several days of post-trip time, including:

1. Completion of the final report, final typing, and proofreading and duplicating of final report.

2. Completion of the case study publication, final typing, and proofreading and duplicating of final report.

3. Follow-up of requests for information regarding admissions, visiting professorships, immigration, etc.

4. Provided sample curricula, wrote letters to appropriate individuals and institutions, and so on, in response to specific requests.

RECOMMENDATIONS

The recommendations that follow are related to the areas of Case Studies and Executive Development Programmes. Recommendations that fit into neither category are also provided. Some, as indicated, are repeated from last year as no action appears to have been taken in some areas included in last year's recommendations.

Case Studies

1. A more systematic method of soliciting and approving proposals for case studies is needed:

a) Most of the cases being developed are in the public sector, and many public sector corporations are being used several times. Incentives need to be available to encourage faculty to approach private sector and multinational organizations. Assistance in this process might be sought by BMET from such organisations as the Employers Association, Chambers of Commerce, Rotary, Lions, etc. Records should be kept of how often each organisation has been used or proposed for use.

b) Some areas have already seen a significant number of cases developed (e.g., Employee Pay and Benefits), while other areas have been almost ignored (e.g., Accounting). Such unevenness of approach can be remedied in part if a list of categories could be developed with a target number of cases for each. Once that target is reached, no more proposals would be approved for that category. A sample list follows:

Personnel Management
- Selection
- Pay and Benefits
- Employee-Employer Relations
- Employee/Supervisory Training
- Management/Executive Development
- Performance Appraisal and Promotions

Production Management
- Planning
- Production/Manufacturing
- Quality Control
- Inventory Control
- Supervision
- Operations Analysis
- Purchasing

Financial Management
- Managerial Decision-Making
- Cost Accounting
- Bank Loans and Financing
- Asset Management
- Financial Controls

Marketing Management
- Advertising
- Distribution
- Packaging
- Transportation
- Selling
- Market Research
- Pricing
- Product Mix

International Business
- Exports
- Imports
- Foreign Exchange Management
- Joint Ventures
- Export-Import Zones
- Negotiations
- Cross-Cultural Issues
- Technology Transfer
- Government Policies

Business Policy
- Strategic Planning
- Working with the Government
- Public/Private/Multinational Sectors
- Research and Development
- Foreign Investment
- Succession Planning

Entrepreneurship
- Financing
- Entrepreneurial Development
- Recordkeeping

Organization Behavior and Development
- Conflict Management
- Leadership Styles
- Team Building
- Problem Solving
- Employee Motivation
- Change Process
- Organizational Structures

Organizational Communications

Integrated, Complex Cases

2. It is well understood that most proposal budgets are subterfuges to permit the case writers to earn an honorarium. Such an incentive seems appropriate for this task which is optional and over and beyond the call of duty within the Bangladesh context. Provision for an honorarium that is acknowledged as such is recommended.

3. Some means of distribution of the case studies broadly throughout the universities and associated colleges needs to be devised. Distribution of single copies to individual deans is not likely to have much impact in the classroom. It is recommended, then, that an editor be appointed, with the best cases in each of the categories identified in 1 (b), above, included in a book publication. This publicaton could be made available widely, perhaps even requiring all commerce students to have a copy to be used in all commerce courses throughout their degree programs, thus saving duplication costs for individual schools. Such a publication needs to be available in both English and Bengali. The English version might also be of interest to commerce faculty and students in other Southeast Asian countries. The publication should also have introductory chapters on using case studies and on the economic, political, and cultural background of Bangladesh at the time the cases were written.

4. Faculty remain uncertain about appropriate techniques to use in teaching with case studies. It is proving very difficult for them to give the freedom necessary for the class to use the case studies effectively without imposing their own set of solutions and values. They also appear to have difficulty asserting control, at least within the EDP seminar context (leading to participant comments about a lack of "discipline"). In-class observations and critiques would appear to be the most useful learning tool available at this time, though this could be perceived as threatening to the faculty. It would also be quite time consuming and may also inhibit student interaction. It would probably also require the observer/facilitator to be someone who is competent in Bengali as well as the case study method.

5. BMET needs to establish a procedure to provide faster feedback on the acceptability of completed case studies submitted, as well as case study proposals. Likewise, reimbursement of expenses needs to be made soon after the acceptance of the completed case studies. Carrying out this recommendation may require the renegotiation of certain expectations held by the World Bank in this process.

6. When a case study proposal is not accepted, the feedback currently offered to faculty is very limited. A more extensive feedback mechanism would encourage more faculty to make appropriate modifications and resubmit their proposals.

Executive Development Programmes

7. As indicated in McLean (1985b), there appears to be little interest on the part of the faculty to be involved in Executive Development Programmes without some reward/incentive. It is clear that, when the appropriate effort is expended, executives are interested. It is equally apparent that EDP must either be a part of a faculty member's regular load (in lieu of teaching another class) or additional remuneration must be available if EDP is going to have any chance for success in Bangladesh.

8. The needs assessment carried out thus far in EDP has been of executives in attendance at seminars, thus biasing the responses to the areas in which EDP is desired. With the research process already in place, a proposal should be solicited with sufficient funds available to permit an extensive needs assessment survey to be carried out. Then, a consortium of faculties should be appointed to develop EDP curriculum packages to be used throughout the country.

9. Lacking the information that would be made available through recommendation 8, above, the curriculum packages could be developed in the areas identified by executives during the last two summers as consistently being of interest to them. The following areas emerge:

Managerial Decision-Making
Employee Motivation
Management Information Systems
Job Planning
Employee Performance Appraisals
Employee Pay and Benefits
Team Building
Training of Subordinates
Management Motivation

10. EDP need not be undertaken solely by the respective faculties. Often, executives are available with both practical and theoretical backgrounds. They should be used, either individually or as team teachers, to present EDP. Such expertise should also be used more widely in regular courses, eiher as guest speakers or as team teachers.

11. Out of the necessity of providing EDP experiences broadly this year, all EDP seminars were only one-day long. This is clearly not sufficient time to provide adequate coverage of the selected topics. As individual institutions pursue EDP planning, a minimum of two days should be provided for each seminar.

12. As recommended in McLean (1985b), a mechanism needs to be found to bring government secretaries and ministers together with executives in EDP opportunities, especially to consider topics such as: The Effect of Government Policies on Business, The Effect of Influence in Government on Industrial Productivity, Employee Motivation and Incentives, Bank Loan Recovery, and so on. The Commerce Faculties (especially senior faculty) could play a very important "neutral" facilitating role in this process.

13. Similarly, it would be very helpful (as suggest in McLean, 1985b) to include national and local labour union officials in EDP training with executives so that each could learn to understand the other better and, ultimately, develop better working relationships.

Miscellaneous Recommendations

14. Improving the instructional competence of the faculty in the three universities, BMDC and IBA has been a commendable objective, and progress is being made. Likewise, the summer seminars for business instructors in associated colleges are also commendable. However, this effort barely scratches the surface in improving management preparation in Bangladesh. Unless a more concerted effort is given to improving commerce education in the ssociated

colleges, the net result will be of primary benefit to only a select few students. Consideration needs to be given to expanding the services of the BMET to the associated colleges (especially in the areas of libraries, in-service, and opportunity for advanced degrees), or consideration needs to be given by the UGC for a parallel project directed towards the associated colleges.

15. A continuing concern that I have that has been shared by many of the faculty has been the deterioration in English skills possessed by students (and, in many instances, faculty). While the national desire to have Bengali predominant is understandable and even commendable, the long-range implication of a business cadre in Bangladesh that is not competent to communicate with business people in other countries is troublesome. Bangladesh is a country that is not likely ever to become self-sufficient in business undertakings. It will always have to rely on an active export-import trade. At this point in history, English appears to be the most viable language for such commerce. It is essential, from this perspective, that government policies relative to English instruction in the educational system be reexamined and modified, as needed. In the interim, it may be necessary to require commerce students to become competent in English during their college/university educations.

16. As indicated in McLean (1985b), there are a number of government policies that detract from the value of management development. Structural changes are necessary if business in Bangladesh is to become productive and competitive. First, the bureaucrats need to be in place for a sufficient period of time to understand the problems encountered by the people with whom they are working and the implications of their decisions. A professionalized civil service staff needs to be developed. The current policy of frequent transfers needs to be changed. Second, delegation of authority by the Ministries is essential if managerial effectiveness is to occur. Otherwise, much of management/executive development in the public sector will be wasted--managers will not have the freedom to exercise their newly developed managerial skills.

17. Again, as recommended by McLean (1985b), it would be helpful to have an EDP coordinator for the country to continue the impetus that has begun. Such a person should receive education in the training and development area, to improve that person's ability to consult in EDP with each of the faculties.

18. Because of the widespread confusion existing between an instructional case study and case study research, I have had an opportunity to review some proposals for case study research, some of which have been approved under the research component of BMET. I have serious questions about the value of such research when it is single company, single site, and is not initiated by the company. It would appear essential to evaluate such proposals on the basis of: how the findings might influence national or company policy, how much the results will contribute to or change the basic theory in a field, and how likely it is to change company practices. These criteria do not seem to have been applied consistently, and they should be.

19. The lack of support from BMDC is difficult to explain and therefore difficult to make recommendations for improvement. The fact that the Director General does not have a business education background is certainly a deterrent to active, enthusiastic involvement of its faculty. Further, the BMET Coordinator at BMDC took a very passive role in the project. The faculty also appeared to be particularly lacking in incentives to cooperate. There must either be better communications about the importance of the project by those in

positions of authority or extrinsic motivators (such as honoraria) need to be available.

20. In many of the aspects of the BMET Project, I have major concern about the long-term impact of the work of the consultants. A one- or two-week stay in each location is simply not long enough to teach the skill and develop expertise sufficient to be continued by the faculty without ongoing direction and supervision. While very costly in the short term, in the long run it might be less expensive in terms of cost-benefits to have a consultant knowledgeable in several areas of interest to the project available for a long term to provide the necessary ongoing support needed.

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Appendix 1

MODEL FOR MANAGEMENT/EXECUTIVE DEVELOPMENT

(Basic)

Gary N. McLean

1.0 ANALYZE	2.0 DESIGN	3.0 DEVELOP	4.0 IMPLEMENT	5.0 EVALUATE & CONTROL
1.1 IDENTIFY TARGET POPULATION	2.1 DEFINE LEARNER CHARACTERISTICS	3.1 DETERMINE CONTENT	4.1 DEVELOP AND CARRY OUT MARKETING PLAN	5.1 CONDUCT EVALUATION
1.2 IDENTIFY NEEDS	2.2 IDENTIFY DEVELOPMENT CONSTRAINTS	3.2 SEQUENCE CONTENT	4.2 COMPLETE ARRANGEMENTS	5.2 REVISE COURSE
	2.3 IDENTIFY IMPLEMENTATION CONSTRAINTS	3.3 IDENTIFY DELIVERY METHODS	4.3 DELIVER	5.3 CONTINUE DEVELOPMENT & OFFERING
	2.4 ESTABLISH TRAINING OBJECTIVES	3.4 IDENTIFY & DEVELOP INSTRUCTIONAL MATERIALS		
	2.5 WRITE COURSE DESCRIPTION	3.5 IDENTIFY REWARD SYSTEM		
		3.6 DEVELOP LEARNER PERFORMANCE ASSESSMENT TOOLS		
		3.7 CRITIQUE AND APPROVE PROPOSAL		

Appendix 1

MODEL FOR MANAGEMENT/EXECUTIVE DEVELOPMENT
(Detailed)
Gary N. McLean

- 1.0 ANALYZE
  - 1.1 IDENTIFY TARGET POPULATION
    - 1.10 Level
      - 1.100 Entrepreneur
      - 1.101 Supervisor
      - 1.102 Junior Manager
      - 1.103 Middle-Manager
      - 1.104 Upper-Manager
      - 1.105 Executive
    - 1.11 Industry Group
      - 1.110 Banking
      - 1.111 Energy
      - 1.112 Agri-Business
      - 1.113 Textiles
      - 1.114 Pharmaceutical
      - 1.115 Heavy Manufacturing
      - 1.116 Other
      - 1.117 Mixed Group
  - 1.2 IDENTIFY NEEDS
    - 1.20 Observation
    - 1.21 Interview
      - 1.210 Self
      - 1.211 Supervisors
      - 1.212 Peers
      - 1.213 Subordinates
      - 1.214 Customers
    - 1.22 Survey
    - 1.23 Critical Incidents
    - 1.24 Literature
    - 1.25 Advisory Board
    - 1.26 Other
- 2.0 DESIGN
  - 2.1 DEFINE LEARNER CHARACTERISTICS
    - 2.10 Work Experience
    - 2.11 Education
    - 2.12 Age
    - 2.13 Motivation
    - 2.14 Other
  - 2.2 IDENTIFY DEVELOPMENT CONSTRAINTS
    - 2.20 Development Time
    - 2.21 Staff Competencies
    - 2.22 Budget
    - 2.23 Equipment & Supplies
    - 2.24 Other
  - 2.3 IDENTIFY IMPLEMENTATION CONSTRAINTS
    - 2.30 Location
    - 2.31 Schedule
    - 2.32 Staff
    - 2.33 Other
  - 2.4 ESTABLISH TRAINING OBJECTIVES
  - 2.5 WRITE COURSE DESCRIPTION
- 3.0 DEVELOP
  - 3.1 DETERMINE CONTENT
  - 3.2 SEQUENCE CONTENT
  - 3.3 IDENTIFY DELIVERY METHODS
    - 3.30 Lecture
    - 3.31 Large Group Discussion
    - 3.32 Small Groups
    - 3.33 Case Study
    - 3.34 Brainstorming
    - 3.35 Media
    - 3.36 Role Playing
    - 3.37 On-the-job/Mentor
    - 3.38 Games
    - 3.39 Other
  - 3.4 IDENTIFY & DEVELOP INSTRUCTIONAL MATERIALS
    - 3.40 Handouts
    - 3.41 Media
    - 3.42 Books
    - 3.43 Notes
    - 3.44 Cases
    - 3.45 Problems
    - 3.46 Other
  - 3.5 IDENTIFY REWARD SYSTEM
    - 3.50 Improved Competence
    - 3.51 Association with Other Executives
    - 3.52 Away from Office
    - 3.53 Certificate
    - 3.54 Promotion Opportunity
    - 3.55 Other
  - 3.6 DEVELOP LEARNER PERFORMANCE ASSESSMENT TOOLS
    - 3.60 Self Assessment Questionnaire
    - 3.61 Test
      - 3.610 Performance
      - 3.611 Information
    - 3.62 Project
    - 3.63 On-the-job Observation
    - 3.64 Oral Participation
    - 3.65 Other
  - 3.7 CRITIQUE AND APPROVE PROPOSAL
- 4.0 IMPLEMENT
  - 4.1 DEVELOP AND CARRY OUT MARKETING PLAN
    - 4.10 Develop & Maintain Data Base
      - 4.100 Previous Enrollees
      - 4.101 Potential Enrollees
    - 4.11 Develop & Distribute Publicity
      - 4.110 Yearly Schedule
      - 4.111 Flyer (Info Sheet)
      - 4.112 Newspaper Ad/Article
      - 4.113 Letter
      - 4.114 Telephone
      - 4.115 Other
  - 4.2 COMPLETE ARRANGEMENTS
    - 4.20 Location
    - 4.21 Room Arrangement
    - 4.22 Refreshments & Meals
    - 4.23 Supplies & Equipment
    - 4.24 Instructional Materials
    - 4.25 Registrations
    - 4.26 Travel
    - 4.27 Housing
    - 4.28 Other
  - 4.3 DELIVER
- 5.0 EVALUATE & CONTROL
  - 5.1 CONDUCT EVALUATION
    - 5.10 Formative
    - 5.11 Summative
      - 5.110 Reaction
      - 5.111 Learning
      - 5.112 Behavior
      - 5.113 Results
      - 5.114 Other
  - 5.2 REVISE COURSE
  - 5.3 CONTINUE DEVELOPMENT & OFFERING

Appendix 2

PROPOSED

PROGRAM OF VISIT BY PROFESSOR GARY MCLEAN
(JUNE 17 TO JULY 18)

June 17		: Arrival at Dhaka by Thai Airways, Flight No. 321, Stay at Hotel Sheraton.
June 18,	8:30 A.M.	: Call on Project Coordinator, BMET Project
	10:00 A.M.	: Call on Chairman UGC
	11:00 A.M. (BMETP Office)	: Joint Meeting with Director-General BMDC Director IBA Dean, Faculty of Commerce Dhaka University (To discuss: Objectives of the Program Modalities, Time Schedule)
June 19	9:00 A.M. (at BMDC)	: Workshop on case writing for Dhaka University, Commerce Faculty/BMDC/ IBA Case Writers.
	3:00 P.M. (BMDC)	: Selection of 3 EDP Seminar Topics(One each for each Institution)
		: Selection of Team for Case Writing and Selection of Team-Leaders who organise the EDP-Seminars.
		: Discussion with Teams on arrangement of EDP Seminars.
		(Members of Team and Team-Leaders to arrange visits to Industries and organizations)
June 20	9:00 A.M. (BMDC)	: Sit with Team Leaders to finalize visits and programs.
	3:00 P.M. (BMDC)	: Start preparation work for cases for the intended seminars.
June 21-23(BMDC)		: Further review of Case Writing proposals and visit organizations/industries and develop cases with case writers (IBA/ BMDC/DUCF)
June 24		: First one day Seminar at BMDC (Time to be decided)
June 25-26(For IBA & DUCF)		: Visit organization/Industries and develop cases with case writers
June 27		: Second one day Seminar at IBA (Time to be decided)
June 28-29 (For DUCF)		: Visit industries/organisations:Develop cases with case writers.
June 30		: Third one day Seminar at Dhaka University Commerce Faculty(Time to be decided)

P.T.O.

July 1	:	Leave for Rajshahi by plane. Discuss program details with the Dean.
July 1-2	:	Review case studies made and review case proposals.
	:	Form case writing groups and identify team leaders.
July 3	:	Visit Rajshahi Jute Mills and hold discussion with management to develop cases on their management problem.
July 4	:	Review meeting with case writers.
July 5	:	Visit Rajshahi Sugar Mills for similar purpose.
July 6	:	Visit Rajshahi Silk industries for similar purposes.
July 7	:	Revisit Rajshahi Jute Mills and discuss cases developed with management and leave announcement for EDP seminar.
	:	Arrange for EDP Seminar.
July 8	:	Revisit Rajshahi Sugar Mills for similar purpose.
	:	Continue developing materials and arrangement for EDP Seminar.
July 9	:	Revisit Rajshahi Silk industries for similar purpose.
July 10-12	:	EDP Seminar on management problems of selected Industries at Rajshahi, at Commerce Faculty, Rajshahi University.
July 13	:	Return to Dhaka by plane. Leave for Chittagong by plane in the afternoon.
July 14-15	:	Review meeting with the faculty members at Chittagong (Program to be arranged by CUCF)
July 15	:	Leave for Dhaka by plane in the evening.
July 16	:	Report preparation.
July 17	:	Report to UGC.
July 18	:	Leave for USA.

Appendix 3
ACTUAL PROGRAMME OF WORK
for Gary N. McLean, 1986
Consultant for Executive Development Programs and Case Writing

June 14: Leave Minneapolis/St. Paul for Bangladesh

June 17: Arrive in Dhaka
Met with Azhar Islam, Assistant to BMET Project Coordinator for University Grant Commission (UGC)
Met with Muzaffer Ahmad to review programme of work

June 18: Met with Muzaffer Ahmad; M.A. Beri, Chair, UGC; and K.A. Latif, BMET Project Coordinator
Met with K.A. Latif, BMET Project Coordinator
Met with Muzaffer Ahmad, Director (Acting), IBA; Munir-uz-Zuman, on behalf of the Director General of BMDC; and Habibur Rahman, Dean, Faculty of Commerce, Dhaka University (DU), to review objectives and details of EDP seminars and case writing assignments
Met with Dean Rahman and several members of the Faculty of Commerce, DU, to discuss programme of work
Met with Muzaffer Ahmad and Fazlul Karim of IBA to discuss case writing process
Prepared case writing workshop

June 19: Presented case writing workshop for faculties of IBA, BMDC, and DU
Met with three teams to identify general seminar topics: BMDC - Product Distribution; DU - Loan Recovery Programs: IBA - Employee Reward Structures
Reviewed recently approved case writing proposals

June 20: Met with three team leaders: Md. Salek, BMDC; Fazlul Karim, IBA; A.R. Khan, DU, to select specific seminar topics and dates (June 28, BMDC, Managing Physical Movement of Goods to Customers; June 30, IBA, Compensation Policies and Personnel in Bangladesh; July 16, DU, Recovery of Bank Loans: In Search of an Answer), to identify organizations for case studies, to identify marketing tools available for the seminars, and to set expectations for working procedures
Moved from Dhaka Sheraton to Ford Foundation Flats
Completed review of recently approved case study proposals

June 21: Reviewed IBA seminar proposal
Visited S. Hyder, Secretary, Bangladesh Steel & Engineering Corp. with Md. Salek and Sarwar-uz-Zaman Chowdhury, both of BMDC, to obtain permission to write a case study on one of BSEC's enterprises; permission given to work with Mehar Industries (Bangladesh) Ltd.

June 21: (Cont'd)
- Met with Khan Mominul Islam, General Manager, Hehar Industries (Bangladesh) Ltd. with Salek and Chowdhury. Toured factory and gathered case information from Mahbub Al Nur, Senior Commercial Officer (Marketing)
- Met with M.A. Quddus, DU, to discuss a case proposal and to review and assist in writing a case for which information had already been gathered
- Met with the DU seminar team(A.R. Khan, Shafiq Siddiq, and Bulbul Bhowmik) and Dean Rahman to review seminar description, venue, and content.
- Met with Syed Rashidul Hasan, DU, to review case proposal process and to suggest changes in rejected proposals
- Met with staff of Centre for Development Research/Asian Affairs, including Mizanur Rahman Shelley, Chair; Md. Enayet Karim, Director; Abdur Razzaq; and others

June 22:
- Reviewed and critiqued one case for Dean Rahman, DU, written by a faculty member for inclusion in the entrepreneurship textbook
- Wrote letter to Secretary, Bangladesh Employers Association inviting cooperation in seminars, especially DU's
- Developed draft of information sheet on the three seminars
- Met with Md. Salek, BMDC, to review status of seminar
- Reviewed case and case proposal with Md. Jahirul Alam, BMDC
- Visited Sonali Bank with DU team: Ashraful Haque, Managing Director; M.A.H. Beg, Deputy General Manager; and Md. Abdul Malek, Assistant General Manager, Industrial Credit Division to obtain case study information for seminar
- Visited with Rafiq Ahmed Siddique, General Manager, Pragoti Industries Ltd. with Siddiq and Bhowmik to obtain case study information for seminar
- Met with Prof. A. Nag, Chittagong University, to review options for my program there. Suggested they do an EDP seminar on Employee Compensation for me to critique on July 14, and I would visit with individual faculty on case writing on July 15
- Met with Bulbul Bhowmik on writing a case on loan recovery based on working capital loans in the nationalized sector
- Reviewed seminar publicity materials with F. Karim, IBA

June 23:
- Reviewed critique of case with Md. Jahirul Alam, BMDC
- Met with C.K. Hyder, Secretary, Bangladesh Employers Association, and Habibullah Khan, Vice-President, Metropolitan Chamber of Commerce and Industry and Managing Director, Ganges Motors Ltd. and Omnitech Ltd. with Siddiq and Bhowmik to gain venue and cooperation in identifying participants, especially for DU's seminar
- Met with Dean Rahman to review seminar details
- Visited with B.H. Choudhury, Marketing Manager, Hoechst Pharmaceuticals Co. Ltd. to gain permission for doing a case study on distribution (with Salek and Chowdury, BMDC)

June 23: (Cont'd)
- Visited with Mirza Mahmood Hussain Beg, Company Secretary, Akij Group of Industries, to recruit participants and gain permission for a case study at a later date (with Salek and Chowdury, BMDC)
- Met with Siddiq and Bhowmik to review DU's publicity material
- Met with Khan to review DU's publicity material and review information gained for case study

June 24:
- Reviewed publicity materials for BMDC seminar
- Prepared publicity for DU's seminar
- Prepared final copy of summary information sheet for three seminars
- Met with individual BMDC staff to review cases and case proposals: Md. Rafiqul Islam and A. Momin Chowdhury
- Wrote letters of invitation to five banks inviting them to nominate participants for DU seminar
- Visited with B.H. Choudhury, Marketing Manager, Hoechst Pharmaceuticals Co. Ltd. to gather case study information (with Salek, BMDC)
- Met with Muzaffer Ahmad and several faculty from IBA to work out details for industry visits on June 25 and 26
- Reviewed case study developed by Junaid Khan, IBA, and provided feedback
- Met with Siddiq to review progress on DU seminar

June 25:
- Met with Salek, BMDC, to review case study
- Visited with Zewar Rashid, Personnel Planning Manager, Bangladesh Tobacco, to gather case study material with Syed Alamgir Jafar, IBA
- Visited with Major (Rtd.) Md. Mugtadir Ali, General Manager (Administration), Titas Gas Transmission and Distribution Co. Ltd. to gather case study material with Reza Muhammed Meners, IBA
- Reviewed seminar outline and presentation outline with F. Karim, IBA
- Discussed Rajshahi program with Prof. Latif
- Reviewed case study completed by Muhammad Musa, IBA

June 26:
- Discussed Rajshahi program with Dean A. Talukdar
- Visited with Abu Sujeed, Chair, Bangladesh Textile Mills Corporation, to gather case study material with Zaferrel Karim and Mainul Huq Choudhury, IBA
- Visited with S.S. Das Purkayaslha, General Manager (Administration); M.A. Bakr, Deputy General Manager; and a subordinate officer to gather case study material at Bangladesh Krishi Bank with Mohammad Musa, IBA
- Prepared seminar evaluation forms for three seminars
- Met with Karim and Choudhury, IBA, to review outline for case study
- Visited with Md. Khalilullah Khan, Asst. Chief Finance Officer, Bangladesh Steel and Engineering Corp. with Siddiq, DU

June 27: Met with Z. Karim and M. Choudhury, IBA, to review case study based on BTMC
Met with Salek, BMDC, to review seminar outline
Typed BMDC seminar outline
Met with A. Khan, DU, to review case study and develop seminar outline
Reviewed and critiqued second case study developed for the entrepreneurship book at Dean Rahman's request

June 28: Met with F. Karim, IBA, to review seminar lecture presentation
Met with the following IBA faculty to review case studies developed: Junaid Khan, Syed Alamgir Jafar, and Mohammad Musa
Delivered critiqued case studies to Dean Rahman, DU
Presented seminar on "Movement of Physical Goods to Customers" sith Md. Salek, BMDC
Prepared paper and typed handout material for Annual Summer Seminar for Affiliated Colleges sponsored by the Commerce of Faculty, DU, under the BMET Project

June 29: Presented paper on "Using Case Studies in the Business Class" to affiliated college instructors, as indicated above
Met with F. Karim, IBA, to select case studies to be used in the seminar and review lecture material
Summarized evaluation forms from BMDC seminar

June 30: Presented seminar on "Employee Compensation: Improving, Measuring, and Rewarding Performance" with F. Karim and other IBA faculty
Reviewed case study developed by S. Siddiq, DU, and discussed necessary changes

July 1: Flew to Rajshahi
Met with A. Talukdar, Dean, Faculty of Commerce, University of Rajshahi (RU), to review programme
Participated as one of the inaugural speakers for the followup conference to evaluate the associated colleges summer seminars held under the BMET Project
Reviewed material for next day's presentation
Summarized evaluation forms from IBA seminar

July 2: Presented paper/workshop on "Using Case Studies in the Business Class" for RU Commerce Faculty and participants in associated colleges followup seminar
Attended seminar dinner
Participated as guest speaker (among several) at closing ceremony for seminar
Attended and participated in Rajshahi Rotary's International Dinner for the Ambassador to Bangladesh from South Korea

July 3: Met with individual faculty of RU to review case studies under development and case study proposals:
Maqbul Hossain, Professor, Accounting
Abhinaya Chandra Saha, Assoc. Professor, Accounting
Sajal Kumar Mukherjee, Lecturer, Finance
Md. Shah Alam, Asst. Professor, Accounting
Md. Mohsin-ul Islan, Lecturer, Accounting
Asgar Ali Talukder, Professor, Marketing and Dean
Typed summaries of BMDC and IBA seminar evaluations

July 4: Typed final copy of Actual Programme of Work to date
Drafted final report recommendations
Drafted final report objectives
Presented workshop on "Writing Case Studies" to RU Commerce Faculty
Met with EDP/case writer teams to discuss model, select three topics and teams, and determine scheduling for industrial visits: M. Ameeruz Zaman Khan
Abu Taher Mollik
Sajal Kumar Mukherjee
Md. Zakir Hossain
Maqbul Hossain
Md. Kismatul Ahsan
Abhinaya Saha
Asgar Ali Talukder
Typed detailed program for Rajshahi with names, times, and visits to be duplicated and distributed to seminar teams
Typed up notes on "Writing a Case Study" workshop for final report
Reviewed two case study proposals developed by M. Ameeruz Zaman Khan, RU, approved as research projects rather than case studies

July 5: Prepared flyer (information sheet) announcing the three seminars for duplication and distribution
Met with M. Ameeruz Zaman Khan to provide feedback on his two case study proposals
Visited Rajshahi Jute Mill with A. Saha and M.A.Z. Khan: Md. Ismail Hussain, Deputy General Manager; S.M. Amirul-Islam, Deputy Manager (Administration), and Md. Nabi Hossain, Deputy Manager (Accounts and Finance) to invite participants for seminar and to gather information to develop a case study
Visited Sonali Bank with A.T. Mollik and M. Hossain to invite participants for seminars and to gather information for a case study: A.K. Md. Habibullah, General Manager, and A.J.M. Rahman, Rajshahi Branch Manager. As we were unsuccessful in gaining case study information, A.T. Mollik met with the Credit Manager and was successful in obtaining relevant information
Corrected flyer to replace M. Anisur Rahman with M.A. Mondal

July 6: Visited Rajshahi Sugar Mills with Md. Kismatul Ahsan and M.A.Z. Khan: Mr. Showkat, General Manager: Md. Eunus Ali, Factory Manager: Md. Maqsood Ali, Administration Manager: and A.K.M. Alauddin, Agricultural Manager: to invite participation in seminars and to gather case study material.
Met with Mollik to review draft of Sonali Bank case
Met with Saha to review draft of Jute Mills case
Rewrote and typed case based on Sonali Bank
Attended Founding Day ceremony at Rajshahi University

July 7: With Md. Zakir Hossain, M.A. Mondal, Mahiuddin Khan, and Moqbul Hossain:
Visited Rajshahi Silk Factory to invite seminar participants and gather case study material: Md. Abu Tahir, Manager: Md. Azizul Haque, Sr. Accounts Officer: Md. Abdul Latif Khan Chowdhury, Deputy Manager: President of the Staff Union: and Secretary of the Collective Bargaining Agent
Visited Rajshahi Textile Mills to invite seminar participants and gather case study material: Mahbub-E-Rabbani, Deputy General Manager; Md. Amir Ali, Deputy Chief Accountant
Met with Ahsan to review draft of case on Rajshahi Sugar Mills
Met with Saha to review second draft of Jute Mills case
Rewrote and typed cases based on Rajshahi Sugar Mills and Rajshahi Jute Mills

July 8: Visited Railway Office with Sajal Kumar Mukherjee and M.A. Mondal to invite seminar participants and to gather case study material: A.H. Khan, Additional General Manager: and M. Khurshid Ali, Chief Personnel Officer
Revisited Rajshahi Jute Mills with Saha to verify case and its use
Met with M. Hussain, M.A. Mondal, and M.A.Z. Khan to review development of descriptions, objectives, schedule, and lecture outlines
Met with Hossain to review draft of Rajshahi Silk Factory case
Met with M. Khan to review Rajshahi Textile Mill case draft
Rewrote and typed cases based on Rajshahi Silk Factory and Rajshahi Textile Mill
Revised and typed seminar description and objectives for M.A. Mondal

July 9: Revisited Rajshahi Silk Factory with M.Z. Hossain to verify case and its use
Revisited Rajshahi Textile Mill with M. Khan to verify case and its use
Revisited Sonali Bank with Mollik to verify case and its use
Revisited Rajshahi Sugar Mills with Ahsan to verify case and its use
Met with M. Hussain and M.A.Z. Khan to review final draft of lecture outlines
Met with Mukherjee to review draft of case based on Railway Office
Attented Rajshahi Cultural Center Concert
Revised and typed seminar description, objectives, schedule, and lecture outline for presentation on Employee Pay and Benefits

July 9: (Cont'd)
Rewrote and typed two case studies for "Employee Pay and Benefits" Seminar
Typed draft of case based on Bangladesh Railway
Prepared and typed seminar evaluation forms

July 10:
Revisited Bangladesh Railway with Mukherjee to verify case and its use
Met with M.A. Mondal to review outline of lecture
Met with Prof. Saleh of the Psychology Dept. and other faculty in the Department to discuss recent developments in Industrial and Consumer Psychology
Presented seminar with M.A.Z. Khan on "Employee Pay and Benefits"
Reviewed two revised case study proposals developed by M.A.Z. Khan and wrote letter recommending funding
Revised and typed one case for seminar on "Employee Motivation"
Revised lecture outline on "Employee Motivation"

July 11:
Revised remaining two cases on "Employee-Employer Relations"
Revised lecture outline on "Employee-Employer Relations"
Presented seminar with M. Hossain on "Employee Motivation"

July 12:
Typed answers to several questions submitted by Ahmed Shafiuddin, Assistant Registrar of RU, to be used in an article in the local newspaper
Visited Rajshahi College with Md. Gholam Kibria, Lecturer in Management at Rajshahi College
Presented seminar with M.A. Mondal on "Employee-Employer Relations"
Summarized evaluations of all three seminars

July 13:
Visited the School for the Mentally Retarded in Rajshahi, sponsored by the Psychology Department at RU
Flew from Rajshahi to Chittagong
Met with John D. Margolis from Northwestern University to share my observations on commerce education in the universities of Bangladesh
Met with Professors Amal B. Nag and A. Mannan, Chittagong University (CU), to work out detailed agenda for EDP Seminar
Met with Professor Khan, Dean, Faculty of Commerce, CU, to discuss CU program
Reviewed recent case study proposals submitted by CU faculty and approved by UGC

July 14:
Reviewed and critiqued case study developed by A. Mannan, CU
Reviewed and critiqued case study developed by A.F.M. Ashraf Ali, CU
Reviewed two accepted case study proposals, one rejected case study proposal, and one rejected research proposal with Kanchan Kumar Purohit, CU
Reviewed and critiqued case study developed by Md. Jahirul Hoque, CU
Reviewed and critiqued a completed case study and a case study proposal developed by Amal B. Nag, CU
Reviewed and critiqued a chapter on Case Studies for the Entrepreneurship book written by Kazi Ahmed Nabi, CU
Met with Julian Gonsalves to discuss business academic options in the USA

July 15: Participated in EDP seminar on "Employee Compensation Policy in Bangladesh" organized by the CU Faculty of Commerce and the Petroleum Corporation Training Center, and offered critiques to the faculty involved
Reviewed and critiqued case study developed by Md. Jahirul Hoque and Harunur Rashid, CU
Flew from Chittagong to Dhaka
Summarized the evaluations of the CU EDP Seminar

July 16: Reviewed and critiqued case study proposal developed by A.H.M. Habibur Rahman, DU
Met with Khan, Sibbiq, and Bhowmik to review details for the day's EDP Seminar
Presented EDP seminar on "Recovery of Bank Loans: In Search of an Answer," with Khan, Sibbiq, and Bhowmik of DU Faculty of Commerce at Metropolitan Chamber of Commerce facility
Completed draft of report to be presented to UGC
Summarized evaluation forms from DU Seminar

July 17: Met with Dr. A.T. Beri, Chair, UGC; L.A. Latif, BMET Project Coordinator; and M. Ahmad, MUCIA Representative, to present final oral report
Presented EDP Seminar on "Employee Compensation" with IBA faculty at IBA
Reviewed, critiqued, and edited case study developed by Md. Musa, IBA
Reviewed, critiqued, and edited case study developed by Nazma Hussain, IBA
Summarized evaluation forms from IBA seminar

July 18: Flew from Dhaka

(Took three personal days in South Korea)

July 23: Arrived in Minneapolis/St. Paul

EXECUTIVE DEVELOPMENT SEMINARS

The following seminars for managers are offered at no cost under the sponsorship of World Bank/Bangladesh Management Education and Training Project in association with the staff of the institutions identified. Participation of your managers is solicited and welcome.

July 28, 3 p.m. to 8 p.m. MANAGING PHYSICAL MOVEMENT OF GOODS TO CUSTOMERS

Distribution has been identified as a major marketing problem for many enterprises in Bangladesh. As a result, goods are not reaching end users at the right time at a reasonable price. This seminar will explore some basic problems of distribution and will assist middle and upper level managers of public and private sector organizations in formulating and adopting an effective distribution plan and network.

Seminar Leaders: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Mohammad Salek, Senior Management Counsellor, Bangladesh Management Development Center

Place: BMDC, 4 Sobhanbag, Dhaka

Contact: Mohammad Salek, 325086-90, ext. 35

June 30, 3 p.m. to 8 p.m. EMPLOYEE COMPENSATION: IMPROVING, MEASURING AND REWARDING PERFORMANCE

Compensation is a critical management activity because it determines the relationship between employee contributions and organizational rewards. Compensation policies and practices affect the entire personnel process vis-a-vis the production of goods and services. Organization's compensation must not only be able to attract, retain and maintain quality candidates, but also should be able to elicit, direct and maintain the desired behaviour which would help in attaining the organization's objectives. Participants in the seminar will explore the present situation, offer their suggestions and opinions and apply the knowledge gained to real-world business situations.

Seminar Leaders: Dr. Gary N. McLean, Professor of Management and Organizational Development, University of Minnesota, USA; and Fazlul Karim, Faculty and Chairman, Executive Development Programmes, Institute of Business Administration, University of Dhaka

Place: Conference Room of the Bangladesh Chemical Industries Corporation (BCIC), BCIC Bhaban.

Contact: Leave reservation for Fazlul Karim with telephone operator at 507050-51 before 5 p.m. on June 28.

Fee: 200 taka

Appendix 4: Information Sheet on Seminars in Dhaka

July 16, 1986, 3 p.m. to 8 p.m. RECOVERY OF BANK LOANS: IN SEARCH OF AN ANSWER

The recovery and repayment of loans is a serious problem in Bangladesh. Successful loan management largely depends on customer-banker relationships in the form of a mutually beneficial partnership. This seminar, designed for top and mid-level bank officials and industry executives managers, has the following participant objectives: to identify problems in loan recovery programs in Bangladesh; to understand the causes of the problems from the perspective of both lenders and borrowers; and to make recommendations for improving loan recovery programs by both lenders and borrowers.

Seminar Leaders: Dr. Gary N. McLean, Professor, Management and Organization Development, University of Minnesota, USA; Dr. Azizur Rahman Khan, Associate Professor, Dept. of Finance, Dhaka University; Dr. Shafiq Siddiq, Assistant Professor, and Bulbul Bhowmik, Lecturer, both in the Dept. of Accounting, Dhaka University.

Place: Conference Room, Bangladesh Employers Association, Chamber Building, 122-124 Motijheel C.A., Dhaka 2

Contact: Prof. A.H.M. Habibur Rahman, Dean, 508957 by July 9

University Grants Commission
Business Management Education and Training Project
House No. 59
Road No. 6/A
Dhanmondi R.A., Dhaka 9

June 24, 1986

Mr. C.K. Hyder, Secretary
Metropolitan Chamber of Commerce and Industry, Dhaka.
Chamber Building
122-124 Motijheel C.A.
Dhaka 2

Dear Mr. Hyder:

Thank you very much for the kind hospitality that you extended to me and my colleagues from Dhaka University yesterday. We also appreciate your willingness to cooperate with us in our Executive Development seminars.

We have checked with the necessary authorities and willingly confirm our desire to hold our seminar on July 16, 1986, in your conference room from 3 p.m. to 8 p.m.

We also appreciate your willingness to help us identify participants for the July 16 seminar. We would very much appreciate your inviting 5 executives representing industry, as well as 2 representatives each from BSB, BSIS, and the Bangladesh Bank. Enclosed is a description of the seminar in some detail.

In addition, there are two other seminars that are being conducted by BMDC and IBA on June 28 and June 30, as described on the enclosed information sheet. We would be most appreciative if you could suggest about a dozen names for each seminar. Participants for the June 28 seminar will probably be marketing managers, while those for the June 30 seminar will likely be personnel managers. Please note the registration process as outlined on the information sheet.

Again, we appreciate your willingness to cooperate with us in this process. It is our hope that all will gain.

Sincerely,

Gary N. McLean

Gary N. McLean, Professor
University of Minnesota

Enclosures

Appendix 5: Letter to Metropolitan Chamber of Commerce

SEMINAR ON

EMPLOYEE COMPENSATION: IMPROVING, MEASURING AND REWARDING PERFORMANCE

MONDAY JUNE 30, 1986

EXECUTIVE DEVELOPMENT PROGRAMME
INSTITUTE OF BUSINESS ADMINISTRATION
UNIVERSITY OF DHAKA

Appendix 6: IBA Information Sheet for First Seminar

EXECUTIVE DEVELOPMENT PROGRAMME
INSTITUTE OF BUSINESS ADMINISTRATION
UNIVERSITY OF DHAKA

SEMINAR ON

EMPLOYEE COMPENSATION: IMPROVING, MEASURING AND REWARDING PERFORMANCE

Compensation is a critical management activity because it determines the relationship between employee contributions and organizational rewards. Compensation policies and practices affect the entire personnel process vis-a-vis the production of goods and services. Organization's compensation must not only be able to attract, retain and maintain quality candidates but also should be able to elicit, direct and maintain the desired behaviour pattern of the employee which would help in attaining the organisation's objectives.

Objectives: The objectives of the seminar are:

(a) To examine the current compensation policies and practices in the business and industries;

(b) To evaluate the effectiveness of the compensation to employees in stimulating the employees to put forth their best;

(c) To discuss the ways and means of overcoming weaknesses, deficiencies in the current compensation practices.

EXPECTED OUTPUT OF THE SEMINAR: By the conclusion of the seminar, participants will be able to :

(a) Identify the nature, structure and elements of compensation systems in Bangladesh business and industries;

(b) Identify weaknesses, gaps, inadequacies in the compensation package;

Contd...../2

(c) Develop ways and means to overcome the weaknesses in the current compensation programme in order to make those effective;

(d) Develop a set of recommendations to apply to real-world situations.

METHODS: The seminar would include a theme paper on Employee compensation and its relationship to performance and rewards on organizations to be followed by two case studies on the present status of compensation programs and its application in the real-world situation, using group discussion (syndicate work) and presentation of group findings and discussion.

PARTICIPANTS: Top and mid level Business executives and managers from both Public and Private sector organizations.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, U.S.A.; Fazlul Karim, Faculty Organizational Behaviour and Personnel Management & Chairman, Executive Development Programs, Institute of Business Administration, University of Dhaka.

PLACE: Conference Room of the Bangladesh Chemical Industries Corporation (BCIC), BCIC Bhaban, Dilkusha Commercial Area, Dhaka.

TIME: 3:00 p.m. - 8:00 p.m. DATE: June 30, 1986

FEES: None

REGISTRATION: To register for participation leave a message for Chairman Executive Development Program, (Room No. 201) with the Telephone Operator at the IBA: 50 70 50 - 50 70 51 OR send the completed Registration Form enclosed with this brochure by hand before 5:00 p.m. of June 28, 1986

SEMINAR ON

EMPLOYEE COMPENSATION: IMPROVING, MEASURING AND REWARDING PERFORMANCE

REGISTRATION FORM

Name of the Participant: _____

Organization : _____

_____

Designation : _____

Date: _____

_____
Signature

INSTITUTE OF BUSINESS ADMINISTRATION
UNIVERSITY OF DHAKA

EXECUTIVE DEVELOPMENT PROGRAMME

AN ANNOUNCEMENT

The sponsors of this seminar would hold a second seminar on EMPLOYEE COMPENSATION on July 17,1986 between 3:00-7:00 p.m. at the Institute of Business Administration, University of Dhaka, If you are interested to participate please contact the Executive Development Programme Office, Room #201 or Telephone: 507050-52 for registration and programme details on any working day except Thursday between 10:00 - 4:00 p.m.

Chairman
Executive Development Programmes
Institute of Business Administration

Appendix 7: IBA Information Sheet for Second Seminar

Executive Development Programme Seminar
MANAGING PHYSICAL MOVEMENT OF GOODS TO CUSTOMERS
June 28, 1986, 3 p.m. to 8 p.m.

Co-sponsored by:
World Bank/Bangladesh Management Education and Training Project
and
Faculty of Bangladesh Management Development Centre

SEMINAR DESCRIPTION: Distribution has been identified as a major marketing problem for many enterprises in Bangladesh. As a result, goods are not reaching end users at the right time at a reasonable price. This seminar will explore some basic problems of distribution and will assist middle and upper level managers of public and private sector organisations in formulating and adopting an effective distribution plan and network.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Mohammad Salek, Senior Management Counsellor, Bangladesh Management Development Center.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participants will be able to:

1. Identify distribution problems of goods in Bangladesh;
2. Suggest solutions to such distribution problems;
3. Describe basic principles of effective distribution; and
4. Recommend solutions to actual distribution problems in Bangladesh.

SEMINAR SCHEDULE AND OUTLINE:

1500 Assembly and Registration
1515 Welcome Address and Inauguration
1530 Problems of Distribution in Bangladesh (Brainstorming)
1550 Principles of Effective Distribution for Bangladesh (Lecture)
1645 Distribution Case Study: Mehar Industry (An enterprise of BSEC)
  --Division into syndicate groups of 4-5 each
  --Read case
  --Prepare syndicate response
1740 Report syndicate recommendations to entire group and discuss
1810 Tea Break
1830 Distribution Case Study: Cure Pharmaceutical Co.
  --Read case
  --Prepare syndicate response
1925 Report syndicate recommendations to entire group and discuss
1955 Concluding comments and seminar evaluation

Appendix 8: BMDC Handout - June 28

Executive Development Programme Seminar

EMPLOYEE COMPENSATION : IMPROVING MEASURING AND REWARDING PERFORMANCE

June 30, 1986

Co-sponsored by:

World Bank/Bangladesh Management Education and Training Project and Executive Development Programme, Institute of Business Administration, University of Dhaka in association with the consultative committee on Public Enterprises (CONCOPE), Dhaka.

SEMINAR DESCRIPTION: Employee compensation viz, Salaries wages and other benefits plays a critical role with regard to employee's contribution to organizations and achievement of its objectives. This seminar is designed to assist middle and upper managers of public and private sector organizations in examining some aspects of compensation package which can be manipulated within the total package in order to make it more effective in improving employee performance.

SEMINAR LEADERS: Dr. Gary N. Mclean, Professor of Management and Organization Development and Fazlul Karim, Faculty Member for Organizational Behaviour and Personnel Management and Chairman Executive Development Programmes Institute of Business Administration, University of Dhaka.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participant will be able to:

a) Identify the nature and importance of compensation programmes;

b) Identify weaknesses, gaps and inadequacies in the compensation programmes;

c) Develop ideas to overcome the weaknesses in the current compensation package; and

d) Develop a set of recommendations to apply to real-world situation.

Appendix 9: IBA Handout - June 30

Se
SEMIN R CH DULE AND OUTLINE:

15:00 Assembly, Fellowship and Registration

MA 15:15 Welcome Address and Inauguration

MC 15:25 Preliminary exploration: what problems do you face in compensating/rewarding your employees for improving their performance ? (Brainstorm)

15:45 What does "Employee Compensation" mean ?

FK A conceptual Framework for Employee Compensation Administration.

ROLE OF EMPLOYEE COMPENSATION:

1. Equity function: It is assumed that adequate compensation relieves individuals from financial worries and thus enables them to put forward their best efforts on their jobs.

2. Motivational function: Compensation functions as a motivator to future initiative, human behaviour being highly complex with numerous motivational determinants. An employee's motivation can be harnessed partly by providing equitable financial rewards as well as satisfying higher level needs.

It is assumed that compensation forms a defence mechanism to meet job frustration, conflict and anxiety effectively.

	16:15	Tea
MC	16:30	Application of the Concepts: B.T. Corporation Case study read and syndicate work.
MC	17:25	Present syndicate findings and discussion
FK	18:00	Application of concepts: Employee meal benefits at Thai Telephone Co. Food for Management Thought Case study read and syndicate work.
FK	18:55	Present syndicate findings and discussion
MC	19:30	Concluding Remarks and Seminar Evaluation
MA	19:40	Seminar adjournment

MA : Professor Muzaffer Ahmad

MC : Dr. Garry Mclean

FK : Fazlul Karim

EMPLOYEE COMPENSATION: IMPROVING MEASURING AND REWARDING PERFORMANCE

- Fazlul Karim*

Compensation is a critical management activity because it determines the relationship between employee contributions and organizational rewards. Compensation policies and practices affect the entire personnel process vis-a-vis the production of goods and services. An organization's compensation must not only be able to attract, retain and maintain quality candidates but also should be able to elicit, direct and maintain the desired behaviour pattern of the employee which would help in attaining the organization's objectives:

Compensation has been defined as:

> Those processes aimed at paying people both for the services they provide and as motivation for them to achieve desired levels of performance.

The compensation process is intimately related to employees performance. Employee perceptions about compensation determine the nature and extent of quality and quantity of their performance.

In Bangladesh since its inception in 1971 the total compensation package has undergone quite significant changes. The National Pay Scales have been reorganized twice substantially with minor reorganizations in between. The second major change was effected in June, 1985.

The new compensation package which has been in force since June 1, 1985, provides for payment of basic pay, medical facilities, house rent allowance, or ceiling, conveyance allowance and festival allowance or bonus.

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*Faculty and Chairman Executive Development Programmes,
Institute of Business Administration, University of Dhaka

Objective:

The objective of my presentation is to examine the theoretical considerations involved in the administration of a compensation package as far as their role is concerned.

Scope of discussion:

Compensation is a broad topic that is closely related to number of other fields of management activities. Our purpose, however, is limited to an examination of the present policies, practices and beliefs in Bangladesh.

Types of Compensation:

Compensation includes both monetary rewards as well as rewards in forms which recognize the individual employees worth, e.g., promotion, incentive bonus, more autonomy, etc. A list of elements which make up a list of items commonly included in a compensation package is in Annexure - I.

Nature of Compensation:

Total compensation therefore involves both intrinsic and extrinsic rewards. When linked with performance they cause satisfaction if they are considered equitable. Intrinsic rewards stem from within the individual while extrinsic rewards are provided by the management.[3] In our case the extrinsic rewards are the salaries and wages and supplementary or fringe benefits.

Functions of Compensation:

Compensation has two functions - the equity function and the motivational function. It involves an individuals past performance as well as his present accomplishment.

3

1. Equity function: It is held that adequate compensation relieves individuals from financial worries and thus enables them to put forward their best efforts on their jobs. Individuals are likely to work effectively if they visualize the prevailing reward system as providing "equitable" remuneration for their efforts.

2. Motivational function: Compensation functions also as a motivator future initiative, human behaviour being highly complex with numerous motivational determinants. An employee's motivation can be harnessed through the administration of certain compensation.

ANNEXURE - I

A MODEL OF COMPENSATION STRUCTURE

	A	B
I.	MONETARY	
	*Pay	*Promotion
	*Allowances	*Overtime pay
	- Medical	*Bonus (incentive)
	- Housing	
	- Conveyance	
	*Pension	
	*Group Insurance	
	*Bonus	
	- Festival	
II.	SOCIAL	*Sports
	None	*Employees canteen
		*Management oriented parties
III.	RECOGNITION	*Training
	None	*Achievement
		*Management by Walking Around (MBWA)
		*Letter of Commendation

BASIC ISSUES

*IS THE PRESENT COMPENSATION PACKAGE PERCEIVED AS EQUITABLE BY THE EMPLOYEES.

*CAN THE COMPENSATION PACKAGE BE EFFECTIVELY USED IN MOTIVATING THE EMPLOYEES

DEFINITION OF COMPENSATION

COMPENSATION INVOLVES THOSE PROCESSES AIMED AT PAYING PEOPLE BOTH FOR THE SERVICES THEY PROVIDE AND AS MOTIVATION FOR THEM TO ACHIEVE DESIRED LEVELS OF PERFORMANCE

EMPLOYEE PAY AND BENEFITS
Executive Development Seminar
University of Rajshahi
July 10, 1986

SEMINAR DESCRIPTION: Employee pay and benefits are generally considered to be important factors affecting employee morale and ultimately productivity. This seminar will explore various theories of compensation, with consideration given to their applicability to the current situation in Bangladesh. Both financial and nonfinancial benefits will be considered in a theme paper. Participants will also consider two cases based on real life situations in which an organization is facing difficulty in the area of employee pay and benefits.

SEMINAR OBJECTIVES: Upon completion of the seminar, participants will be able to:

1. Describe theories of pay and benefits and assess their applicability to the current Bangladesh situation;
2. Identify existing problems in the pay and benefits packages of two existing organizations; and
3. Make recommendations to two organizations currently facing problems in the area of pay and benefits.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Dr. M. Ameeruz Zaman Khan, Professor of Management, University of Rajshahi.

SEMINAR SCHEDULE:

1445 Registration and Fellowship
1500 Address of Welcome by Dr. A.A. Talukdar, Dean, Faculty of Commerce
1515 A Conceptual Framework of Employee Pay and Benefits, Wage Theories, and Fringe Benefits, by Dr. Khan
1600 Additional Comments by Dr. McLean and Discussion
1615 Tea Break
1630 Case Study: Bangladesh Northern Jute Mills, moderated by Dr. McLean
  --Reading
  --Small Group Discussion
1720 Large Group Discussion
1745 Case Study: Sweet Sugar Mills; moderated by Dr. Khan
  --Reading
  --Small Group Discussion
1815 Large Group Discussion
1850 Concluding Remarks and Evaluation
1900 Adjournment of the seminar by vote of thanks

Appendix 10: University of Rajshahi Handout - July 10

OUTLINE TO ACCOMPANY CONCEPTUAL FRAMEWORK:

1. Theories of pay in organisations and their relevance to events and situations in Bangladesh.
2. Salary determination and policy: adequacy, equity and balance. Forces and considerations affecting salary; whether practical in Bangladesh situations in public or private sector industries. Reference: Zahurul Haque Commission and Enam Committee recommendations.
3. Scope of wage surveys in public and private sector industries in Bangladesh
4. Incentive plans, profit sharing, and security plans
5. Nonfinancial rewards and indirect compensation

A Schematic Model of Employee Pay Structure
Modified from F. Karim, IBA, Dhaka, Bangladesh

A	B
I. Financial a. Basic Pay b. Allowances --Housing --Medical --Conveyance c. Pension/Contributory Provident Fund/Retirement Benefits d. Festival Bonus e. Group Insurance	I. Financial a. Promotion b. Overtime Pay c. Incentive Bonus d. Increments II. Social Influence and Community Value a. Recreation b. Sports c. Employee Canteen and Cafeteria d. Picnic and Management Sponsored and Supported Social Get Togethers e. Children's Education f. Income Generating Programs for Families III. Recognition a. Training b. Achievement c. Letter of Commendation d. Award Titles e. Management by Walking Around (MBWA)

EMPLOYEE MOTIVATION
Executive Development Seminar
University of Rajshahi
July 11, 1986

SEMINAR DESCRIPTION: Motivation is the intensification of the desire of employees to do their best to accomplish the assigned duties. Mere issuance of directions does not mean that they will be followed. Employees have a certain area of acceptance. Orders falling within this area will be carried out; those falling outside will be disregarded or sabotaged. Participants in this seminar will explore appropriate motivation techniques that can be used to enlarge this area of acceptance and will apply them in actual cases in which employee motivation is an issue.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participants will be able to:

1. Identify the nature of motivation and the types of motivation available to management;

2. Describe inadequacies in motivational practices often found in practice;

3. Suggest methods to overcome these inadequacies; and

4. Recommend techniques to be used in two real situations.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Dr. Maqbul Hossain, Professor, Department of Accounting, University of Rajshahi.

SEMINAR SCHEDULE:

1500 Registration and Fellowship
1515 Welcome by Prof. A.A. Talukdar, Dean, Faculty of Commerce
1530 Conceptual Framework on Employee Motivation, Dr. M. Hossain
1600 Discussion on Presentation
1615 Tea Break
1630 Case Study, Southern Nationalised Banks of Bangladesh: Dr. Gary N. McLean
Read and Small Group Discussion
1715 Large Group Discussion
1740 Case Study, Central Textile Mills: Dr. M. Hossain
Read and Small Group Discussion
1825 Large Group Discussion
1850 Concluding Remarks and Evaluation
1900 Adjournment with vote of thanks

Appendix 11: University of Rajshahi Handout - July 11

FRAMEWORK ON EMPLOYEE MOTIVATION

Administrative actions, like planning, degree of decentralisation, consultative direction, and promotion and bonuses, will be of no avail unless employees are willing to contribute their effort towards the fulfillment of their assigned tasks. Motivation is designed to intensify the desire in each individual to execute his or her duties effectively. The task of creating effective motivation calls for a keen appreciation of the needs of the employees, such as:

1. Physiological needs - food, clothing, shelter;
2. Security needs, like stability of the job;
3. Desire for a sense of belonging (social needs);
4. Ego needs, such as participative management and operational autonomy; and
5. Self-fulfillment needs, covering desire for being creative and innovative.

Primary Incentives:

The administration's job of motivation is that of generating a situation that provides satisfaction to individual members and at the same time makes appropriate contributions towards the objectives of the enterprise. Administration must have knowledge of what influences employees' attitudes and what gives them satisfaction or dissatisfaction. Management will usually get their plans carried out more effectively to the extent they can provide:

1. Higher financial income,
2. Social status and respect,
3. Security,
4. Attractive work,
5. Opportunity for development,
6. Worthwhile activity,
7. Personal power and influence,
8. Just and fair supervision, and
9. Voice in own affairs.

Factors guiding individual reaction:

a) Characteristics
b) Emotion and temperamental makeup
c) Pattern of beliefs

EMPLOYEE -EMPLOYER RELATIONS
Executive Development Seminar
University of Rajshahi
July 12, 1986

SEMINAR DESCRIPTION: Managing people is one of management's major tasks. Effective relationships between employees and management are essential for higher productivity and for achieving the goals of an organisation. Improved relationships with management can also enhance the working environment for employees. Environmental factors in Bangladesh add additional strains to employee-employer relations. This seminar will explore concrete means of improving such relationships.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participants will be able to:

1. Identify the issues affecting employee-employer relations;
2. Determine ways to create more harmonious labour-management relations;
3. Analyse existing employee-employer relations present in two case studies; and
4. Recommend alternative courses of action in those case studies.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Dr. M.A. Mondal, Professor, Department of Accounting, University of Rajshahi.

SEMINAR SCHEDULE:

1500 Registration and Introductions
1515 Welcome and Inauguration by Prof. A.A. Talukdar, Dean, Faculty of Commerce, and Prof. Gary N. McLean
1530 Presentation on Employee-Employer Relations, Dr. M.A. Mondal
1600 Discussion on Presentation
1615 Tea Break
1630 Case Study, Bangladesh Products Factory: Dr. Gary N. McLean
. Read and Small Group Discussion
1720 Large Group Discussion
1745 Case Study, Bangladesh Railway: Dr. M.A. Mondal
Read and Small Group Discussion
1830 Large Group Discussion
1855 Concluding Remarks and Evaluation
1900 Adjournment

Appendix 12: University of Rajshahi Handout - July 12

PRESENTATION OUTLINE ON EMPLOYEE-EMPLOYER RELATIONS

1. Three Groups of Actors

   a) Employees and their organisations
   b) Employers and their organisations
   c) Governmental agencies

2. Factors influencing employee-employer relations negatively

   a) Employees
      1) Impatience
      2) Unlawful demands
      3) Overconfidence
      4) Influenced by external events
      5) Surplus of labour leading to slack time
      6) Self-interest
      7) Politicized leadership
      8) High consumer prices
      9) Unfavourable working conditions

   b) Employers
      1) Reluctant management
      2) Differential treatment
      3) Arbitrary action
      4) Lack of sympathy
      5) Financial constraints
      6) Legal constraints
      7) Lack of autonomy
      8) Frequent movement; mobility
      9) Self-interest

   c) Governmental Agencies
      1) Political influence
      2) Discrimination
      3) Oppressive measures
      4) Employer in nationalised organisations
      5) Lack of clear public sector objectives

3. Factors needed to improve employee-employer relations

   a) Reasonable compensation
   b) Security of service
   c) Justice
   d) Future prospects
   e) Health and safety
   f) Right recruitment
   g) Equitable treatment
   h) Appropriate handling of individual grievances
   i) Joint consultation
   j) Better communication
   k) Improved working conditions

SPECIAL SEMINAR ON:

EMPLOYEE COMPENSATION POLICY IN BANGLADESH

Venue : Petroleum Corporation Training Centre

Date : Tuesday 15 July'86

Timing : 0900-1700 Hours

* SEMINAR LEADER

DR. GARY N. McLEAN
Professor of Management & Organisation Development,
Minnesota University, U S A and currently
World Bank Consultant in Bangladesh on Management Education

* SEMINAR CO-ORDINATORS

* MR. A. B. NAG
Professor of Accounting & Chairman
Bureau of Business Research
University of Chittagong

* MR. A. MANNAN
Associate Professor of Management & Director
Bureau of Business Research
University of Chittagong.

* MR. AZHAR-UL ISLAM
Chief Training Co-ordinator
Petroleum Corporation Training Centre
Chittagong.

* KEY-NOTE-SPEAKER

* MR. M. MASIH UL KARIM
Director Personnel
Hoechst Pharmaceuticals Co

* PARTICIPANTS : Senior Level Executives of

* Petroleum Sector
* Other Corporations
* Multinationals
* Teachers of the Faculty of Commerce
University of Chittagong.

Contd.....P/2

Appendix 13: Chittagong University Handout - July 15

* SPONSORS :

The seminar has jointly been sponsored by the Faculty of Commerce of the University of Chittagong, the Petroleum Corporation Training Centre and the World Bank.

* NOMINATION:

Nominations are invited from the above organisations to enrich the proceedings of the seminar with their practical experience.

* No fees will be charges for the seminar.

* INTRODUCTION:

Organisations are composed of people who primarily work to meet their basic needs.

Compensation Policy differs from country to country and from organisation to organisation based on socio-economic para-meters.

In Bangladesh, Government is the biggest Employer having various organisational structures and status viz,

* Government Deptts. * Semi Government Deptts.
* Autonomous Bodies * Corporations

They are entrusted to function in Administration, Trade, Commerce, Transport & Industry.

Contd.....P/3

The Private Sector in Bangladesh is also playing a vital role in Trade, Transport, Commerce & Industry and the Multinationals constitute a bulk of this sector.

With these varied organisational goals and structures, it is only natural to have different types of compensation policy in our society having impacts of diverse dimensions.

SEMINAR OBJECTIVES:

* to pin-point the impacts of compensation policy on our national productivity;
* to evaluate the prevailing Employee Compensation Policy in our socio-economic frame-work;
* to enable the delegates to review this important factor of organisational success to stream line the economic life in the society.

METHODOLOGY:

The seminar will be conducted mainly through case method and syndicate exercise.

PROVISIONS :

Reading materials, stationary, snacks, tea and lunch will be provided.

PROGRAMME FOR SEMINAR ON JULY 15, 1986.

9.00 - 9.15 a.m.	Registration
9.15 - 9.20 a.m.	Introduction
9.20 - 9.35 a.m.	Inauguration:
	Chief Guest: Dr.M.Waliuzzaman Director(Operation & Planning). Banglaesh Petroleum Corporation.
	Chairman: Professor Md.Ali Imdad Khan, Dean,Faculty of Commerce, University of Chittagong.
9.35 - 10.05	Key Note Speech: Mr.Masih ul Karim Director(Personnel) Hoechst Permaceuticals Chittagong.
10.05 - 10.20	Discussion on Key Points of the Speech
10.20 - 10-35	Introduction to Case method: Dr.Gary N.McLean Prof. of Management& Organizational Development, University of Minnesota, U.S.A.
10.35 - 11.00	Tea Break
11.00 - 1.00	Case ## 1
1.00 - 2.00	Lunch
2.00 - 3.30	Case ## 2
3.30 - 3.40	Conclusion/Evaluation.

All Participants are requested to follow the time-schedule.

Executive Development Programme Seminar

Recovery of Bank Loans: In search of an answer

July 16, 1986.

Co-sponsored by : World Bank/Bangladesh Management Education and Training Project and the Faculty of Commerce, University of Dhaka.

In Association with : Metropolitan Chamber of Commerce & Industry, Dhaka.

SEMINAR DESCRIPTION : Banks in Bangladesh are experiencing serious problem because many loans made to industries are not repaid on time. Likewise, many industries are facing problem in repaying loans for a number of reasons. This seminar aims at identifying the roots of the problem and suggesting some measures towards solution of the problem.

SEMINAR LEADERS : Dr. Gary N. Mclean, Professor of Management and Organisation Development, University of Minnesota, U.S.A.; Dr.Azizur Rahman Khan, Associate Professor, Department of Finance, Dhaka University; Dr. Shafiq A. Siddiq, Assistant Professor and Mr. Bulbul Bhowmik, Lecturer, both in the Department of Accounting, Dhaka University.

OBJECTIVES : The primary objectives of this seminar are:

1. To identify problem of loan recovery programme in Bangladesh.
2. To understand the causes of the problem from the perspective of both lenders and borrowers; and
3. To make recommendations for improving loan recovery programme by both lenders and borrowers.

SEMINAR SCHEDULE:

Inauguration

14.30 - Reporting and Registration.
15.00 - Assembly.
15.15 - Welcome address by President, Metropolitan Chamber of Commerce & Industry, Dhaka.
15.25 - Address by Professor M. Habibullah, Faculty of Commerce, Dhaka University, Dhaka.
15.35 - Inaugural address by Professor A.H.M. Habibur Rahman, Dean, Faculty of Commerce, Dhaka University, Dhaka.
15.45 - Vote of thanks. (Khan, McLean)
15.50 - Tea Break.

Working Session

16.05 - Problems of Timely Recovery of Bank Loans(Brainstorming)
- Dr. Gary N. Mclean.
16.20 - Background of Loan Recovery Management(Lecture)
- Dr.A.R. Khan
- Dr.S.A. Siddiq
17.00 - Case-1(in Syndicate group) McLean, Khan
18.00 - Discussion(NGT)
18.20 - Case-2 (in Syndicate group) Siddiq, McLean
19.20 - Discussion(NGT)
19.40 - Seminar Evaluation and Conclusion. McLean

Appendix 14: Dhaka University Handout - July 16

OUTLINE OF THE LECTURE:

1. General Aspects of Bank Loan Management:

   i. Allocation of funds
   ii. Development of skilled personnel
   iii. Formulation of definite policies and procedures
   iv. Application
   v. Evaluation
   vi. Sanction
   vii. Supervision
   viii. Recovery
   ix. New Loans

2. Sound Lending Principles:

   i. Safety
   ii. Liquidity
   iii. Diversification of risk
   iv. Profitability
   v. Purpose

3. Sound Borrowing Principles:

   i. Attitude of Bank
   ii. Type of securities
   iii. Cost of borrowing
   iv. Developmental services.

4. Evaluation:

   (i) Gathering Information:

      a. Interviews
      b. Financial statements
      c. Bank records
      d. Stock market reports
      e. Report from other banks
      f. Others, i.e. tax returns, journals etc.

   (ii) Elemets of evaluation:

      a. Credit character
      b. Capacity
      c. Capital
      d. Collateral
      e. Condition

   (iii) Aspects:

      a. Technical
      b. Managerial
      c. Market
      d. Financial

5. Supervision:

a. Procuring progress reports
b. Obtaining annual financial and other reports
c. Inspection
d. Nomination of directors

6. Steps in recovery:

- Assessing inflow and outflow of cash
- Making repayment schedule - Amount
  - Periods (annual, half-years etc.)
  - Time (30th June, 31st Dec. etc.)
- Reminders to the borrowers intimating - time when due
  - amount: principal
    interest
    panel interest, if any
  - consequnce of default
- Consider borrowers' difficulty, if any,
- Adjust repayment schedule, if required
- Records - Acknowleding borrowers' repayments
  - Intimating periodical balances
- Personal visiting for close understanding
- Pursuasion through - borrowers' business friend (one/two)
  - borrowers' family friend (one/two)
  - borrowers' auditors
- Requesting for chambers' influence
  - First - local
  - Next - regional
  - Next - Federal
- Legal notice
- Filing suits.

7. Types of Default:

(i) Willful:

a. Consumption
b. Investment in other projects
   - Inside the country
   - Outside the country
c. Others

(ii) Genuine:

a. Death of the entrepreneur
b. Technical reason
c. Labour problem
d. Market problem
e. Wrong repayment schedule
f. Unwholesome relationship between lender and borrower
g. Others

(iii) Suggestions: To be invited through seminar deliberations.

APPENDIX

CHECKLIST FOR CORPORATE CUSTOMERS

1. History of business
0 How old is the business?
0 Are founders still connected?
0 Steady growth or erratic progress?,
0 Any major problems in the past which are likely to recur?
0 At first glance is the company young and thrusting (and possibly lacking a sense of caution and responsibility), or old and unambitious (not necessarily a criticism; such business after make very good customers).

2. Ownership
0 Who owns the business?
0 Do owners have full/partial control over the day-to-day running?
0 Identify any inter company holdings.
0 Will present owners be prepared to leave profits in business during difficult times?
0 Have owners any further liquid assets to introduce in case of need?
0 What will be the consequences of the death of one/all owners?
0 Are personal guarantees of owners necessary?

3. Corporate objectives
0 What are the general objectives of the difectors?
0 Are these: quantified / ambitious / attainable / flexible / appropriate?
0 Do they include at least one from this list: profitability / liquidity / product mix / market position / productivity?

4. Management
0 Ages
0 Responsibilities.
0 Background, qualifications and experience.
0 All able to grow with business?
0 Any gaps?(Think of key areas: general management, sales, production, finance.)
0 Succession.

5. Labour resources
0 Numbers and type: male / female; full-time / part-time; skilled/ unskilled; union / non-union.
0 Adequacy / quality / availability: all right to meet objectives?
0 Senior and key employees: what are ages, how easy to replace, should they be insured?
0 Wages: how do they compare with area; details of bonus schemes / overtime / shift rates / fringe benefits.

Contd...P/2.

- How controlled and supervised?
- Relations with management. Good communications?
- Absenteeism / turnover.
- Productivity / performance / attitude to job.

6. Premises
- Location / age.
- Freehold / leasehold.
- Adequate space: short term / medium term.
- Security of tenure: terms of lease.
- Room and approval for expansion.
- Is layout good?
- What is general condition? Do premises appear suitable for work being carried out?
- Fire regulations observed?
- Other legislation being met?
- Valuation and basis.
- Insurance adequate?

7. Plant and machinery
- What are major items: condition and adequacy / when require replacement / cost of replacement?
- Owned or leased?
- Maintenance policy and planning.
- Depreciation rate policy.
- Planned expenditure.
- How is expenditure to be appraised?
- What is utilisation rate?
- Any obvious 'white elephants' which could be sold?
- Percentage of total fixed costs?
- Insurance adequafe?

8. Financial resources
- What lines of credit are available to business including HP and leasing commitments?
- Are financial resources adequate to meet objectives? Any restraints on growth:
- Is financial structure sound: gearing / liquidity ratios / mix of finance correct as to term and amount for needs of company?
- Is management aware of all types of facilities available? Factoring / leasing / discounting / etc.
- Is repayment capacity adequate.
- Vulnerability to outside pressures.
- Profitability: steady or volatile?
- Capital commitments.
- Contingent liabilities.

Contd....P/3.

9. Products and markets

0 What are major products? Are markets for these products expanding / declining?

0 Is performance of present products closely monitored: sales trend / market share / profitability / contribution?

0 What factors influence demand: price / fashion / delivery dates / quality / seasonality?

0 Which customers are most important: 10 per cent / 20 per cent / 30 per cent of turnover? Have these customers been asked what their buying policy is likely to be in the future?

0 New products planned: what is policy on new products?

0 Are complaints logged?

0 Can products be easily copied / have they been patented?

0 What market research is carried out? How are markets changing?

0 Product range: too wide / too narrow / never examined / properly recorded?

0 'Make in' or 'buy out' decisions properly thought through?

0 Size of order book: logged by product range / effect on working capital assessed?

0 Wholesaling / distribution / packaging policies right: reviewed regularly?

0 Marketing strategies correct? sales force / method of approach / order processing / geographical areas covered / advertising / right products promoted?

0 Competitors monitored closely?

0 Export policy.

10. Purchasing

0 Control and responsibility.

0 Dependent on one / few suppliers?

0 Lead times.

0 Is price sole determinant?

0 Reliability / quality of raw material / component purchases.

0 How often are possible new suppliers examined: are regular quotations obtained? Availability of alternative supplies?

0 Are discounts for quantity obtained? Who decides on order quantity?

0 Who are large creditors; are they sympathetic during periods of temporary cash shortage?

0 Can suppliers carry stock; if so, on what terms?

0 How does business treat its creditors? Does it pay in shouting order or attempt to preserve important sources of supply?

0 How would business be hit if quicker payments were demanded?

0 Is a regular check maintained on purchase ledger balances / extent of credit taken?

0 Who checks goods received against invoice? Is method used both cost effective and secure?

Contd....P/4.

11. Costing

0 What method(s) used?
0 Who is responsible for supervision and amendment?
0 What items are costed? What items are estimated?
0 Do they use their own historic costs / their own estimated future costs / costs provided by an outside source?
0 Are forecast costs regularly re-examined?
0 How accurately are overheads assessed? Is method of overhead recovery logical? Is it suitable for all products?
0 Is an allowance made for scrap; wastage etc?
0 Is full cost of labour allowed for?
0 Are actual results measured against standards set? How do target margins compare with actual results?
0 If estimates are given do these allow for subsequent increases in raw materials etc.
0 Is marginal costing ever considered: Are contributions of individual products know?
0 Is allowance included for use of assets not shown in balance sheet e.g. machinery fully depreciated?
0 Is too much time spent controlling insignificant costs?

12. Pricing

0 Who is responsible?
0 What are pricing strategies?
0 How are prices determined?
0 How frequently are prices reviewed and amended?
0 What are major bars to more frequent adjustments?
0 Is market research used?
0 How price sensitive is market by product range?
0 Comparison with competitors?

13. Working capital management

a. Stock control (see also Purchasing above)

0 Who is responsible?
0 What are stock holding policies for: raw materials / components / work-in-progress / finished goods?
0 Safety levels / head times / reorder points / reorder quantities?
0 Obsolescence?
0 Storage facilities?
0 Security: what are weakest aspects? Is stock readily saleable?
0 Control system good? How often physical check made: are variances common / uncommon?
0 Stock turn: improving / declining?
0 Is control cost effective? Is more regard paid to high value / high turnover items? Is ABC system appropriate? Does 80 per cent / 20 per cent rule apply?
0 How is stock valued?
0 Are changing levels of consumption monitored?

Contd...P/5.

- Are stock-outs frequently seen?
- Are stock tax relief provisions allowed for?
- Is insurance adequate?

b. Debtor control

- Who is responsible?
- What is overall objective? What are target credit allowed ratios?
- What are normal terms of trade?
- Are credit limits set?
- Are status enquiries made? And rechecked periodically?
- What is bad debt record? Is this bad? Or too good?
- When is invoice sent?
- When is statement sent?
- What is collection procedure?
- What happens to disputed bills?
- Why/when are credit notes issued?
- Are discounts given - why?
- Is ageing analysis completed? Record of debts more than three / six months old?
- Can progress payments be requested?
- Are deliveries stopped at a particular point?

c. Creditor control (see also purchasing above)

- What is policy?
- Is suppliers' financial position considered?
- Are discounts taken?
- Is check maintained on totals outstanding to major creditors?
- Joint ventures considered?

14. Information systems

a. Management reports

- What information is necessary to run business effectively?
- Is it prepared? In reasonable time?
- Do reports include: outstanding order book / sales analysis / direct costs / stock changes / overheads / profit?
- Who is responsible? Are they trained?
- How do internal accounts compare with audited figures?
- Is distribution list appropriate?

b. Profit budgets

- Are these produced
- Who is responsible?
- Who sets objectives and key tasks?
- Are objectives appropriate?
- When are budgets prepared?
- How frequently are figures up-dated?
- Are variances monitored? By whom? What action is taken?
- Are budgets used as targets? If yes, how far down business is this so?

Contd...P/6.

0 Are assumptions recorded? Is inflation allowed for?
0 How realistic is budget? How does it compare with past performance?
0 Is business being stretched? Is maximum contribution being obtained from scarce resources?
0 Key is sales forcast - is this realistic bearing in mind all circumstances?

c. Cash forecasts
0 Are these produced?
0 Who is responsible?
0 Are figures based on profit budgets? If not, how have assumptions been made?
0 Are all cash items included?
0 Are all assumptions reasonable, e.g. is forecast debtor payment pattern similar to what has happened in past?
0 Are bank chafges included?
0 Is starting bank balance reconciled?
0 Are variances monitored? By whom? What action is taken?
0 Is stock holding policy likely to vary?
0 Are forecasts used for planning capital expenditure and investing short-term surplus?
0 Do the figures add up?

15. Bookkeeping systems
0 What books are kept?
0 Who is responsible?
0 Is detail adequate?
0 Are books posted daily?
0 How often are trial balances extracted?
0 Has system kept pace with growth of business? Proprietary systems considered? Computer linked systems considered?

EMPLOYEE COMPENSATION
Executive Development Seminar
Institute of Business Administration
July 17, 1986

(NOTE: The detailed handout used for this seminar was the same as that used for IBA's June 30 seminar as contained in Appendix 9. The schedule that follows was designed for this specific seminar.)

SEMINAR SCHEDULE

	15:00	Assembly, Fellowship and Registration
MA	15:15	Welcome address and Inauguration
Mc/FK	15:25	Preliminary exploration: What problems do you face in compensating/rewarding your employees for improving their performance?(Brainstorm).
	15:45	T e a
Mc	16:00	Application of the concepts: Eastern Gas Systems Ltd. Case Study: Read, discuss in small groups (Syndicate work)
	16:35	Present syndicate findings and discussion (Large group)
FK	17:00	Application of the concepts: ABC Bank- A case on Promotion- Case Study: Read, discuss in small groups (syndicate work)
	17:35	Present syndicate findings and discussion.
Mc	18:00	Application of the concepts: XYZ Garments Ltd. (XGL)- Case Study: Read, discussion in small groups (Syndicate work)
	18:35	Present syndicate findings and discussion.
Mc	19:00	Concluding Remarks and Seminar Evaluation
MA	19:10	Seminar Adjournment.

MA : Professor Muzaffer Ahmad
Mc : Dr. Garry Mclean
FK : Fazlul Karim

Appendix 15: IBA Handout - July 17

LIST OF PARTICIPANTS
Executive Development Program
Bangladesh Management Development Centre
June 28, 1986

1. Dr. A.R. Khan, Associate Professor, University of Dhaka
2. Dr. S.A. Siddiq, Assistant Professor, University of Dhaka
3. Syed Masud Hasan, Sr. Management Counsellor, BMDC
4. Md. Nizam Uddin, Sr. Management Counsellor, BMDC
5. M.A. Akkar, Sales Manager, COSCOR
6. S. Zaman Chowdhury, Associate Management Counsellor, BMDC
7. I.C. Bardham, Management Counsellor, BMDC, Chittagong
8. Md. Abdus Samod Chowdhury, Associate Management Counsellor, BMDC
9. Md. Jahirul Alam, Management Counsellor, BMDC
10. M.M. Zaman, BMET Coordinator, BMDC

Appendix 16: List of Participants, BMDC, June 28

Seminar on Employee Compensation Improving, Measuring and Rewarding Performance

June 30, 1986 at 3:00 P.M.
at BCIC Conference Room
(Fourth Floor)

List of Participants.

BANGLADESH JUTE MILLS CORPORATION

1. Mr. M.A. Khaled
   General Manager
   Adamjee Jute Mills Ltd.

BANGLADESH TEXTILE MILLS CORPORATION

2. Al-Haj Akhteruzzaman
   General Manager
   Employees Relations, H.O. Dhaka.

3. Al-Haj Mohd. Anwar Hossain
   General Manager
   Ahmed Bawany Textile Mills Ltd.

4. Mr. S. Moazzem Hossain
   Dy. General Manager
   Monno Textile Mills Ltd.

5. Mr. Mohd. Ishaque
   Chief Accountant
   Head Office, Dhaka.

BANGLADESH SUGAR & FOOD INDUSTRIES CORPORATION

6. Mr. Syed Monzoor Hossain
   Chief of Personnel
   Head Office, Dhaka

7. Mr. S. Harunur Rashid
   Chief Instructor
   Head Office, Dhaka

8. Mr. Abu Hena
   Addl. Chief Employees Relations
   Head Office, Dhaka.

BANGLADESH TOBACCO COMPANY LTD.

9. Mr. Abdus Sobhan Bhuiyan
   Dy. Secretary (Admin)
   Head Office, Dhaka.

BANGLADESH OIL & GAS MINERAL CORPN.

10. Mr. Abdul Jalil Khan
    Chief Manager (Board)
    Head Office, Dhaka

11. Mr. Syed Sayeeduddin Ahmed
    Sr. Manager (Establishment)
    Head Office, Dhaka.

BANGLADESH CHEMICAL IND. CORPORATION

12. Mr. A.M. Habibullah
    Dy. Chief of Personnel(Gr.-I)
    Head Office,Dhaka

13. Mr. M.H. Chowdhury
    Manager (Adm.)
    Eagle Box

14. Mr. Abdur Rahman
    Manager (Adm.)
    BISF, Dhaka

BANGLADESH WATER DEVELOPMENT BOARD

15. Mr. Nazmul Haque
    Dy. Director (Personnel)

BANGLADESH FOREST INDUSTRIES DEV. CORPN.

16. Mr. Muzaffar Hossain
    Dy. Secretary

17. Mr. Mahbubul Alam Chowdhury
    Dy. Secretary

18. Mr. Qunzi Shahidullah Ahmed
    Manager (Admin)

BANGLADESH STEEL & ENGG. CORPORATION

19. Mr. S.N. Ahmed
    Addl. Chief Personnel Officer

20. Mr. Mostahur Rahman
    General Manager (Purchase)

21. Mr. Mahbul Alam
    Addl. Chief of Personnel

BANGLADESH INLAND WATER TRANSPORT CORPN.

22. Mr. S.K. Datta
    Dy. Personnel Manager

BANGLADESH PETROLIUM CORPORATION

23. Mr. A.H.M. Abdus Samad Khan
    Dy. General Manager (Esttb)

BANGLADESH FILM DEVELOPMENT CORPN.

24. Ms. Hashina Khatun
    Public Relations Officer

W A S A

25. Mr. Mozaffar Hossain
    Dy. Secretary

BANGLADESH PARJATAN CORPORATION

26. Capt. (Rtd.) Abdul Hye

CIVIL AVIATION

27. Mr. Maqsudur Rahman
    Assistant Director

Appendix 17: List of Participants,
IBA, June 30

BANGLADESH RURAL ELECTRIFICATION BOARD

28. Ms. Matija Begum
Dy. Secretary (Personnel)

SONALI BANK

29. Mr. Shawkat Ali
Asstt. General Manager
Head Office, Dhaka

RUPALI BANK

30. Mr. Quazi Mozhar Ali
Asstt. General Manager
Head Office, Dhaka

AGRANI BANK

31. Mr. Ashraful Anam
Dy. General Manager (personnel)
Head Office, Dhaka

32. Mr. A.S. Ashrafuddin Ahmed
Asstt. General Manager
Head Office, Dhaka

BANGLADESH SHILPA BANK

33. Mr. Golam Rabbani
Dy. General Manager
Head Office, Dhaka

Also attended by two faculty members from Dhaka University and four faculty members from IBA who were not involved in facilitation of the seminar or the development of the case studies.

****

LIST OF PARTICIPANTS
Executive Development Program
University of Rajshahi
July 10, 1986

Rajshahi Sugar Mills

1. Md. Maqsood Ali, Administration Manager
2. Kh. Anwaruzzaman, Sr. Dy. Chief Mech. Engr.
3. Md. Shahabuddin, Dy. Chief Accountant

Sonali Bank

4. Md. Ziaul Islam Anuwasi, Probationary Officer, Rajshahi Branch
5. Md. Abdul Mazid, Probationary Officer, Rajshahi Medical College Hospital Branch

Bangladesh Railways

6. Abdul Uhaleque, Junior Personnel Officer
7. Md. Altaf Hossain, Senior Personnel Officer

Rajshahi Textile Mills

8. Md. Galam Gurwar, Accounts Officer
9. Md. Amir Ali, Dy. Chief Accountant

Janata Bank

10. Md. Shahidul Islam, Manager, Bonbaria Branch, Serajgony

University of Rajshahi

11. Sajal Kumar Mukherjee, Lecturer, Finance and Banking
12. Kismatul Ahsan, Lecturer, Finance and Banking
13. Maqbul Hossain, Professor, Accounting
14. M.A. Mondal, Professor, Accounting
15. A.F.M. Aowsangasab, Lecturer, Management
16. Sk. Matiur Rahman, Lecturer, Marketing
17. Md. Mohsin-ul Islam, Lecturer, Accounting
18. A.C. Saha, Associate Professor, Accounting
19. Md. Shah Alam, Assistant Professor, Accounting
20. Sheikh Md. Ninullah, Assistant Professor, Management
21. Md. Zakir Hossain, Lecturer, Finance and Banking
22. A.B.M. Mahiuddin Khan, Assistant Professor, Management
23. Abu Taher Mollik, Lecturer, Finance and Banking

Appendix 18: List of Participants, University of Rajshahi, July 10

LIST OF PARTICIPANTS
Executive Development Program
University of Rajshahi
July 11, 1986

Rajshahi Sugar Mills

1. Md. Maqsood Ali, Administration Manager
2. Kh. Anwaruzzaman, Sr. Dy. Chief Mech. Engr.
3. Md. Shahabuddin, Dy. Chief Accountant

Sonali Bank

4. Md. Ziaul Islam Anowasi, Probationary Officer, Rajshahi Branch
5. Md. Abdul Mazid, Probationary Officer, Rajshahi Medical College Hospital Branch

Bangladesh Railways

6. M. Eoonus, Senior Welfare Officer

Rajshahi Textile Mills

7. M. Neyamat Ullah, Administrative Officer
8. Md. Jaoyenuddin, Labour Welfare Officer

University of Rajshahi

9. Sajal Kumar Mukherjee, Lecturer, Finance and Banking
10. M.A. Mondal, Professor, Accounting
11. A.F.M. Aowrangasab, Lecturer, Management
12. Md. Mohsin-ul Islam, Lecturer, Accounting
13. A.C. Saha, Associate Professor, Accounting
14. Md. Zakir Hossain, Lecturer, Finance and Banking
15. A.B.M. Mahiuddin Khan, Assistant Professor, Management
16. Abu Taher Mollik, Lecturer, Finance and Banking
17. M. Ameeruz Zaman Khan, Professor, Management
18. A.K.M. Mostafizur Rahman, Assistant Professor, Marketing
19. M. Maklesur Rahman, Assistant Professor, Management

Appendix 19: List of Participants, University of Rajshahi, July 11

LIST OF PARTICIPANTS
Executive Development Program
University of Rajshahi
July 12, 1986

Rajshahi Sugar Mills

1. Md. Maqsood Ali, Administration Manager
2. Kh. Anwaruzzaman, Sr. Dy. Chief Mech. Engr.
3. Md. Shahabuddin, Dy. Chief Accountant

Sonali Bank

4. Md. Shehabuddin, Probationary Officer, Court Building Branch
5. Md. Ziaul Islam Anowasi, Probationary Officer, Rajshahi Branch
6. Md. Abdul Mazid, Probationary Officer, Rajshahi Medical College Hospital Branch

Bangladesh Railways

7. A.H. Talukder, Controller of Stores
8. N.M. Khurshed Anower, Additional Chief Commercial Manager
9. Md. Zamanl Hofue, Assistant General Manager
10. B.A.M.A. Satter, FA and CAO
11. Khurshid Ali, Chief Personnel Officer

Agrani Bank

12. Md. C. Ahmed, Rajshahi University Branch

University of Rajshahi

13. Sajal Kumar Mukherjee, Lecturer, Finance and Banking
14. A.F.M. Aowrangazab, Lecturer, Management
15. A.C. Saha, Associate Professor, Accounting
16. Md. Zakir Hossain, Lecturer, Finance and Banking
17. Abu Taher Mollik, Lecturer, Finance and Banking
18. A.K.M. Mostafizur Rahman, Assistant Professor, Marketing
19. M. Maklesur Rahman, Assistant Professor, Management
20. Md. Shah Alam, Assistant Professor, Accounting
21. Md. Kismatul Ahsan, Lecturer, Finance and Banking
22. Maqbul Hossain, Professor, Accounting
23. Sk. Matiur Rahman, Lecturer, Marketing
24. Md. Abaydur Rahman Pramanik, Accounting
25. Sheikh Md. Ninullah, Assistant Professor, Management

Appendix 20: List of Participants, University of Rajshahi, July 12

LIST OF PARTICIPANTS

1. Prof. Abdul Mannan	- University of Chittagong
2. Dr. M. Loqman	- University of Chittagong
3. Prof. A.J.M. Nuruddin Chowdhury	- University of Chittagong
4. Dr. Md. Fashiul Alam	- University of Chittagong
5. Prof. D.K. Dutta	- University of Chittagong
6. Dr. M. Jahirul Hoque	- University of Chittagong
7. Prof. Fazlul Quadir Chowdhury	- Chittagong College
8. Mr. Mahmood Jan Chowdhury	- Aftab Automobiles
9. Mr. Ihsanul Haq	- Burmah Eastern Ltd
10. Mr. S. Fazlul Haque	- Burmah Eastern Ltd
11. Mr. Munirul Islam	- Meghna Petroleum Ltd
12. Mr. M. N. Kabir	- Meghna Petroleum Ltd
13. Mr. G.M. Quadir	- Jamuna Oil Company Ltd
14. Mr. G. Kutubuddin	- Jamuna Oil Company Ltd
15. Mr. A.S.M. Bashirul Huq	- Eastern Refinery Ltd
16. Mr. K. Gyasuddin	- Eastern Refinery Ltd
17. Mr. Y. S. Ahmed	- Standard Asiatic Oil Co. Ltd
18. Mr. E. D'Cruze	- Robinsons Bangladesh Ltd
19. Mr. A.H. Kabir	- Glaxo Bangladesh
20. Mr. A.K.M. Shahabuddin	- Bangladesh Shipping Corporatic
21. Mr. Moyeenul Alam	- Consumer Economist
22. Mr. Nazmul Haque	- Burmah Eastern Ltd
23. Mr. Mainul Ahsan	- Bakhrabad Gas Systems
24. Mr. Syed A.H. Lutful Karim	- Bangladesh Export Prosessing Zone Association
25. Prof. M. Nurul Haque	- Govt. College of Commerce
26. Mr. M. A. Zafar	- Bangladesh Jute Mills Corpn
27. Mr. Nurul Islam Howlader	- DFO Working PLan Divn
28. Mr. A.K.M. Ruhul Amin	- Bangladesh Petroleum Corpn
29. Mr. M. Nazrul Islam	- Bangladesh Gas Fields Co.Ltd
30. Dr. Kazi Ahmed Nabi	- University of Chittagong
31. Mr. M. Ghulam Pir	- Shaw Wallace (Bd) Ltd
32. Mr. Manzoor Aly	- Jamuna Oil Company
33. Mr.K.L. Karmaker	- Jamuna Oil Company
34. Mr. A.B. Nag	- University of Chittagong.

Appendix 21: List of Participants, Chittagong University, July 15

LIST OF PARTICIPANTS AT THE
SEMINAR ON
"RECOVERY ON BANK LOANS : IN SEARCH OF AN ANSWER"
DHAKA 16TH JULY, 1986

Sl. No.	Name of the participants.	Designation with address
1.	Mr. Ahmad A. Munir	Senior Officer, Credit Administration Department, Arab Bangladesh Bank Ltd., Head Office, Dhaka.
2.	Mr. Mustafa Aminur Rashid	General Manager(Operation), Agrani Bank, Head Office, Dhaka.
3.	Mr. M. Fazlul Karim	Deputy General Manager, General Credit and Recovery Div., Agrani Bank, Head Office, Dhaka.
4.	Mr. Abdul Halim Bhuiyan	Assistant General Manager, Control,Development & Co-Ordination Division,Head Office, Agrani Bank, Dhaka.
5.	Mr. Majedur Rahman	Manager,EUD, Bangladesh Shilpa Bank, Head Office, Dhaka.
6.	Mr. M. A. Hakim	Assistant General Manager, End-Use Department-II, Bangladesh Shilpa Rin Sangstha, Head Office, Dhaka.
7.	Mr. Kh.Raisuddin Ahmed	Member, Bangladesh Jute Mills Association, 2, Dilkusha C.A., Dhaka.
8.	Mr. Syed Mohsen Ali	Member, Bangladesh Jute Mills Association, 2, Dilkusha C.A., Dhaka.
9.	Mr. J. R. Khan	Secretary, Bangladesh Jute Mills Association, 2, Dilkusha C.A., Dhaka.
10.	Mr. Muhammad Abul Qasem	Additional Chief Finance Officer, Bangladesh Textile Mills Corpn., Kawran Bazar, Dhaka.
11.	Mr. M. Gafar Ahmed Chowdhury	General Manager, Agricultural Credit Inspection Department, Head Office, Bangladesh Bank, Dhaka.

cont'd....P/2.

Appendix 22: List of Participants,
Dhaka University, July 16

Sl. No.	Name of the participants.	Designation with address.
12.	Mr. M. Ataul Huq	General Manager, Banking Inspection Department, Bangladesh Bank, Head Office, Dhaka.
13.	Mr. Md. Fazlul Huq	Executive Vice-President, Bengal Carpets Limited, Dhaka.
14.	Mr. Rafiqul Islam Khan	General Manager, Desh Garments Ltd., Dhaka.
15.	Mr. A. K. M. N. Alam	Chairman, The Dhaka Dyeing & Manufacturing Co. Ltd.,Dhaka.
16.	Mr. Kazi Atahar Uddin	General Manager, Elite International Ltd., Dhaka.
17.	Mr. M. Mahmood	Director, Erba Limited, Dhaka.
18.	Mr. N. Islam	Finance Manager, Highspeed Shipbuilding & Heavy Engineering Co.Ltd., Dhaka.
19.	Mr. Shamsuddin Ahmed	General Manager(Admn.), Janata Bank,Head Office, Dhaka.
20.	Mr. Mosharraf Hossain	Deputy General Manager, Industrial Credit Division, Janata Bank,Head Office, Dhaka.
21.	Mr. Mosiruddin	Assistant General Manager, Industrial Credit Division, Janata Bank,Head Office, Dhaka.
22.	Mr. Mahbubur Rahman	Assistant General Manager, Industrial Credit Division, Janata Bank,Head Office, Dhaka.
23.	Mr. Aziz Ahmed	Assistant General Manager, Rent Credit Division, Janata Bank,Head Office, Dhaka.
24.	Mr. Maniruzzaman Sarker	Executive Director, Muslin Cotton Mills Ltd., Dhaka.
25.	Mr. Azadur Rahman Khan	Chief Accountant, Modern Industries(B'desh)Ltd., Dhaka.
26.	Mr. Harunar Rashid Khan	Managing Director, Monno Ceramic Industries Ltd., Dhaka.

cont'd....P/3.

Sl. No.	Name of the participants.	Designation with address.
27.	Mr. Moazzem Hossain Khan	Deputy Managing Director, Monno Jutex Industries Ltd., Dhaka.
28.	Major Gen. Amjad Khan Chowdhury (Retd.)	Chairman, Rangpur Foundry Limited, Dhaka.
29.	Mr. Md. Mushtaque Ahmed, FCA	Senior Partner, S. F. Ahmed & Co., Dhaka.
30.	Mr. M. S. Huda, ACA	Secretary & Chief Accountant, Specialised Jute Yarn and Twine Manufacturing Co.Ltd., Dhaka.
31.	Mr. A. K. Das	Deputy Chief Accountant, Star Alkaid Jute Mills Ltd., Dhaka.
32.	Mr. Chowdhury Mahfizul Islam	Assistant General Manager, Sonali Bank, Head Office, Dhaka.
33.	Mr. Md. Abdul Mahi	Assistant General Manager, Sonali Bank, Shilpa Bhaban, Dhaka.
34.	Mr. Abdur Rahim	Assistant General Manager, Sonali Bank, Ramna, Dhaka.
35.	Mr. A. K. M. Basit	Assistant General Manager, Sonali Bank, Bangabandhu Avenu, Dhaka.
36.	Mr. S. M. Hasan Imam	Assistant General Manager, Sonali Bank, Narayanganj Region, Dhaka.
37.	Mr. Serajuddin Ahmed	Assistant General Manager, Sonali Bank, Local Office, Dhaka.

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This list does not include faculty members who were in attendance.

LIST OF PARTICIPANTS
Executive Development Program
Institute of Business Administration
July 17, 1986

Bangladesh Steel and Engineering Corporation

1. S.M. Mahboob

BSFIC

2. A.B.M. Rafiqul Hoque
3. M.A. Baten

Bangladesh Textile Mills Corporation

4. Sharfuddin Ahmed
5. N.M. Tareque
6. Abul Hossain Khan

Civil Aviation Authority of Bangladesh

7. Moasusur Rahman

IBA Faculty

8. Golam M. Chowdhury
9. Md. Mahboob-r-Saltar
10. Junaid Khan
11. Reza M. Monem
12. S.M. Ikhtiar Alam
13. Zafrul Karim
14. Mohsein Habib
15. Nazma Hussain
16. Md. Musa
17. Muimul Haq Chowdhury

Appendix 23: List of Participants, IBA, July 17

PARTICIPANT RESPONSE
to the seminar on (BMDC, June 28, 1986)
MANAGING PHYSICAL MOVEMENT OF GOODS TO CUSTOMERS
(n=10; 2 nonrespondents)

1. How well were the objectives for the seminar accomplished? — Average Rating 4.1

Poorly	Below Average	Average	Above Average	Well
		3	1	4

2. How important were the objectives for your job as a manager? — 3.7

Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Important
	1	2	2	2

(1 nonrespondent)

3. How satisfactory were the presentation methods used? — 4.1

Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory
			7	1

4. How well did the facilitators/presenters fulfill their roles? — 4.2

	Poorly	Below Average	Average	Above Average	Well
McLean:			2	2	4
Salek:	1	2	3		2

3.0

5. How acceptable were the facilities? — 3.6

Totally Unacceptable	Unacceptable	Average	Acceptable	Totally Acceptable
		3	5	

6. What is your overall rating of this seminar? — 3.4

Poor	Below Average	Average	Very Good	Excellent
		5	3	

7. What did you like best about the seminar?
- Use of Cases - 5
- Discussion - 3
- Nominal Group Technique - 1
- McLean - 1

8. What about the seminar needs improvement?
- More participants - 1
- More executives - 1
- More data - 1
- More lively lecture - 1
- More time - 1
- Earlier arrangements - 1

9. From the list below, check those topics that are of interest to you for future executive development seminars:

n	%	
2	25	Employee Motivation
2	25	Management Motivation
5	62	Managerial Decision-Making
1	12	Employee Performance Appraisals
1	12	Employee Compensation and Benefits
3	37	Strategic Planning
2	25	Job Planning
1	12	Supervision
		Team Building
		Advertising
3	37	Sales Management
1	12	Distribution
		Working with the Government
		Delegation
1	12	Training of Subordinates
3	37	Quality Control
1	12	Management Information Systems
1	12	Microcomputers
1	12	Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested: (1 response for each)

Production Manufacturing
Planning Cash Requirements
Managing Working Capital
Finance for Non-Finance Executives
Entrepreneurship Development
Rules and Regulations in Semi-Government Organizations

Please provide any other comments about this seminar or about executive development in general.

Very Good - 2
Great Potential - 1
OK - 1
I like this type of seminar - 1

Appendix 25

PARTICIPANT RESPONSE TO THE SEMINAR ON EMPLOYEE COMPENSATION (IBA, June 30, 1986)

(n=34; 2 nonrespondents)

	No Response	Poorly	Below Average	Average	Above Average	Well	Average Rating
1. How well were objectives for the seminar accomplished ?				9	15	8	4.0
		Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Important	
2. How important were the objectives for your job as a manager ?			1	3	11	17	4.3
		Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory	
3. How satisfactory were the presentation methods used ?				2	29	1	4.0
4. How well did the facilitators/presenters fulfill their roles ?							
McLean:				3	7	22	4.6
		Poorly	Below Average	Average	Above Average	Well	
Karim:	5			5	9	13	4.3
5. How acceptable were the facilities ?				4	27	1	3.9
		Totally Unacceptable	Unacceptable	Average	Acceptable	Totally Acceptable	
6. What is your overall rating of this seminar ?				9	23		3.7
		Poor	Below Average	Average	Very good	Excellent	

7. What did you like best about the seminar ?

Discussion - 13
Case Studies - 9
Facilitators - 2
M. Ahmad - 2
Methods Used - 2
Team Work - 1
Practical Approach - 1
Variety of Topics - 1
Participant Range - 1
Bangladesh Environment - 1
Participant Commitment - 1

8. What about the seminar needs improvement ?

Refreshments - 3
Earlier in Day - 3
More Summary - 2
More Time - 2
More Cases - 2
More faculty - 2
Broader Participation - 2
Provide Dinner - 1
Less Time (3 hr.) - 1
Improved Facilities - 1
More Breaks - 1
Prayer Break - 1
Simpler Working Paper - 1
More Help in Doing Case Studies - 1
Participants from One Organization Only - 1
Broader Perspective in Problems - 1
Prefer Regular Routine for Such Seminars - 1
Use Projector - 1
More Training Aids - 1
More Practical Problem - 1
Better Venue - 1
Fewer Participants - 1
Recognize Constraints in Organizations - 1

9. From the list below, check those topics that are of interest to you for future executive development seminars:

n	%	
18	56	Employee Motivation
14	44	Management Motivation
27	84	Managerial Decision-Making
19	59	Employee Performance Appraisals
21	66	Employee Compensation and Benefits
3	9	Strategic Planning
17	53	Job Planning
9	28	Supervision
17	53	Team Building
1	3	Advertising
3	9	Sales Management
1	3	Distribution
2	6	Working with the Government
9	28	Delegation
17	53	Training of Subordinates
6	19	Quality Control
17	53	Management Information Systems
2	6	Microcomputers
7	22	Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested: (1 response for each)

Industrial Relations
Career Planning and Development
Employee-Employer Relations in Nationalized Enterprises
Overcoming Environmental Factors Affecting Decision-Making Process

Please provide any other comments about this seminar or about executive development in general. (1 response for each)

Continued academic/management interaction needed to solve the real problems of the country
Well organised
Use CONCOPE and its members to cultivate management culture and development

Appendix 26

PARTICIPANT RESPONSE 79
to the seminar on
PAY AND BENEFITS
University of Rajshahi, July 10, 1986
(n=23; totals in parentheses reflect faculty responses)

Indicate your designation: 10 Management
13 Faculty

No Response | Average Ranking

1. How well were the objectives for the seminar accomplished?

Poorly	Below Average	(1) Average	(2) Above Average	10 (10) Well	4.82

2. How important were the objectives for your job as an executive?

(1) Unimportant	Slightly Important	(2) Average Importance	2 (1) Above Average Importance	8 (9) Very Imporant	4.52

3. How satisfactory were the presentation methods used? 4.35

Very Unsatisfactory	Unsatisfactory	Undecided	6 (9) Satisfactory	4 (4) Very Satisfactory

4. How well did the facilitators/presenters fulfill their roles?

	Poorly	Below Average	Average	Above Average	Well	
McLean:				1 (1)	9 (10)	(2) 4.90
Khan:				1 (3)	9 (8)	(2) 4.81

5. How acceptable were the facilities?

Totally Unacceptable	Unacceptable	Average	10 (12) Acceptable	(1) Totally Acceptable	4.04

6. What is your overall rating of this seminar?

Poor	Below Average	1 (1) Average	9 (8) Very Good	(4) Excellent	4.09

7. What did you like best about the seminar?
   - Large Group Discussion - 3 (5)
   - Case Study - 2 (3)
   - Lecture - 1 (1)
   - Everything - 1 (1)
   - Hospitality - 1
   - Systematic Analysis - 1
   - Bangladesh Setting - (1)
   - Joint Academia/Business - (1)

8. What about the seminar needs improvement?
   - More Time - 2 (3)
   - Maintain Scheduled Time - (1)
   - Orderly Participant Conduct - (2)
   - Final Conclusion - (1)
   - More Organizations Participating - (2)
   - Distribute Paper - (1)
   - More Discussion - 1
   - More Time for Case, Less for Presentation - (1)
   - Use Overhead - (1)
   - Improve Presentation - (1)
   - Use Decorations - (1)
   - Improve Seating Arrangement - (1)
   - More Practical Presentation - (1)

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars: 80

3 (5) Employee Motivation
5 (3) Management Motivation
5 (9) Managerial Decision-Making
1 (3) Employee Performance Appraisals
3 (2) Employee Pay and Benefits
__(7) Strategic Planning
3 (1) Job Planning
__(4) Supervision
__(1) Team Building
__(1) Advertising
1 (3) Sales Management
1 (1) Distribution
__(3) Working with the Government
__(3) Delegation
2 (1) Training of Subordinates
2 (6) Quality Control
5 (6) Employee-Employer Relations
5 (7) Management Information Systems
1 (3) Microcomputers
2 (2) Accounting for Non-Accounting Executives
3 (5) Cost Accounting
5 (8) Inventory Control
4 (2) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:
Discipline - 1
Finance and Banking for Development - (1)
Financial Control - (2)
Financial Evalution Techniques - (1)

Please provide any other comments about this seminar or about executive development in general.
Hold more seminars like this - 1 (3)
Looking forward to next two days - 1
Presentation and overall arrangements by McLean excellent - (1)
Very beneficial - (1)
Very important seminar - (1)
We need to develop more cases - (1)

Appendix 27

PARTICIPANT RESPONSE
to the seminar on
EMPLOYEE MOTIVATION
University of Rajshahi, July 11, 1986
(n=19; totals in parentheses reflect faculty responses)

Indicate your designation: 8 Management
11 Faculty

						No Response	Average Ranking
1. How well were the objectives for the seminar accomplished?	Poorly	Below Average	1	1 (2)	6 (9)		4.74
2. How important were the objectives for your job as an executive?	Unimportant	Slightly Important	(2)	2 (3)	6 (6)		4.53
3. How satisfactory were the presentation methods used?	Very Unsatisfactory	Unsatisfactory	Undecided	4 (9)	4 (2)		4.32
4. How well did the facilitators/presenters fulfill their roles?							
McLean:	Poorly	Below Average	Average	1 (1)	5 (9)	(3)	4.88
Hossain:			1 (3)		3 (6)	4 (2)	4.38
5. How acceptable were the facilities?	Totally Unacceptable	Unacceptable	(2)	6 (5)	1 (3)	1 (1)	4.12
6. What is your overall rating of this seminar?	Poor	Below Average	2 (1)	3 (7)	3 (3)		4.16

7. What did you like best about the seminar?
   - Large Group Discussion - 1 (3)
   - Case Studies - 2 (1)
   - McLean's Presentation Style - (2)
   - Hossain's Presentation - (1)
   - Discipline - 1
   - Systematic Discussion - 1
   - Bangladesh Setting - 1

8. What about the seminar needs improvement?
   - More Discussion - 2 (2)
   - More Organizations Participating - (3)
   - Distribute Paper - 1 (1)
   - Use More Cases - (2)
   - More Time - 1
   - Use Audio-Visual Aids - (1)
   - Need Microphone - (1)
   - Use Charts - (1)
   - Cover Tables - (1)
   - Less Discussion - (1)
   - More Discipline - (1)
   - Use Expert to Lecture - (1)

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars:

1 (1) Did Not Respond
3 (2) Employee Motivation
2 (4) Management Motivation
1 (6) Managerial Decision-Making
1 (2) Employee Performance Appraisals
1 (2) Employee Pay and Benefits
__(3) Strategic Planning
1 (1) Job Planning
3 (4) Supervision
_____ Team Building
__(1) Advertising
__(2) Sales Management
__(1) Distribution
1____ Working with the Government
_____ Delegation
1 (2) Training of Subordinates
2 (1) Quality Control
4 (1) Employee-Employer Relations
__(4) Management Information Systems
__(1) Microcomputers
__(2) Accounting for Non-Accounting Executives
1 (2) Cost Accounting
2 (3) Inventory Control
__(2) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:

Financial Management - (2)

Please provide any other comments about this seminar or about executive development in general.

Hold more seminars like this - (1)
Very Good - 1
Very Excellent - (1)
Prof. McLean's hard work is very much appreciated - (1)

Appendix 28

PARTICIPANT RESPONSE 83
to the seminar on
EMPLOYEE-EMPLOYER RELATIONS
University of Rajshahi, July 12, 1986
(n=25; 3 nonrespondents; totals in parentheses reflect faculty responses)

Indicate your designation: 12 Management
10 Faculty

No Response | Average Ranking

1. How well were the objectives for the seminar accomplished?

Poorly	Below Average	Average	Above Average	Well		
		1	1 (2)	10 (8)		4.77

2. How important were the objectives for your job as an executive?

Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Imporant		
		1 (2)	1 (2)	10 (6)		4.59

3. How satisfactory were the presentation methods used? 4.45

Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory		
			7 (5)	5 (5)		

4. How well did the facilitators/presenters fulfill their roles?

	Poorly	Below Average	Average	Above Average	Well		
McLean:		1	1		10 (10)		4.77
Mondal:			1	1 (4)	3 (5)	7 (1)	4.50

5. How acceptable were the facilities?

Totally Unacceptable	Unacceptable	Neutral	Acceptable	Totally Acceptable		
			10 (9)	2 (1)		4.14

6. What is your overall rating of this seminar?

Poor	Below Average	Average	Very Good	Excellent		
		1 (1)	8 (5)	3 (4)		4.23

7. What did you like best about the seminar?
Discussion - 5 (3) Conclusion - 1 Small Groups - 1 Challenging - 1
Mondal's Presentation - 2 (3) McLean's Comments - 1
Case Studies - 3 Wide Participation - 1 Bangladesh Setting - 1
Fellowship - 2

8. What about the seminar needs improvement?
More Time - 3 (3)
More Participant Involvement - 2 (2)
Distribute Presentation - 2
Use More Cases - 1 (1)
Provide Participants with Certificates - 1
Use Visual Aids - (1)
More Elaborate - 1
Use Experts to Present - (1)

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars:

1 (3) Did Not Respond
8 (3) Employee Motivation
5 (3) Management Motivation
7 (2) Managerial Decision-Making
3 (2) Employee Performance Appraisals
3 (2) Employee Pay and Benefits
2 (4) Strategic Planning
5____ Job Planning
4 (1) Supervision
2 (1) Team Building
2 (3) Advertising
3 (2) Sales Management
1 (1) Distribution
1____ Working with the Government
2 (1) Delegation
3 (2) Training of Subordinates
5 (4) Quality Control
4 (2) Employee-Employer Relations
7 (3) Management Information Systems
__(1) Microcomputers
1____ Accounting for Non-Accounting Executives
1 (3) Cost Accounting
4 (4) Inventory Control
3 (2) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:
Audio-Visual Techniques of Training - 1
Financial Management - (2)

Please provide any other comments about this seminar or about executive development in general.
Hold more seminars like this periodically - 2
Hold more seminars like this regularly - 1
Very Good - (1)
Good - 1
Repeat with different topics - 3

Appendix 29

Evaluation Sheet

University of Chittagong, July 15, 1986

Employee Compensation Policy in Bangladesh

(Respondents=20; Participants=34)

15.7.86

			Average Ranking
1. Quality of Key Note Paper (Please tick one)	: Excellent	1	
	Good	10	2.60
	Satisfactory	9	
	Not Satisfactory		
2. Quality of Case : No.1 :	: Excellent	6	
	Good	10	3.05
	Satisfactory	3	
	Not Satisfactory	1	
3. Quality of Case : No.2 :	: Excellent	1	
	Good	5	2.15
	Satisfactory	10	
	Not Satisfactory	4	
4. Quality of Classroom Discussion	: Excellent	5	
	Good	13	3.15
	Satisfactory	2	
	Not Satisfactory		
5. Learning Experience Through Working in group	: Excellent	11	
	Good	9	3.55
	Satisfactory		
	Not Satisfactory		

6. Do you think similar seminars should be held in future : Yes [20]

No [ ]

7. If yes please suggest three topics (All topics without a following number on which you would like the seminars received one response.) to be held :

Productivity - 3 Export Marketing Diffusion of Violent/Agressive Trade Unions
Wages & Compensation - 3 Development of Personnel Managers Human Asset Acctg.
Management Info Systems - 2 Employee Recruitment Causes of Mismanagement
Collective Bargaining - 2 Inventory Management Production Management Labour
Management Practices in Bangaldesh - 2 Decision-Making Cash Management Laws
Employment Communications - 2 Participative Management Shipping Management
Production Performance Budgetary Control Environment for Entrepreneurship

8. Overall Management of the Seminar : Excellent [9]

Case Writing Project Evaluation Rationing System
Educated Unemployed in Bangladesh Industrial Relations Good [9]
Managerial Remuneration Management Autonomy Cost Reduction 3.35
Relationship between Corp. & Enterprise in Public Sector Satisfactory [2]
Time Management Management-Labour Relations
Efficiency of Women Workers Executive Development Prog. Not Satisfactory [ ]
Presentation and Preparation of Annual Accounts
Independence of Auditors Internal Check System for Wage Payments

9. Facilities provided including catering : Excellent [11]

Good [8]

3.50

Satisfactory [1]

Not Satisfactory [ ]

10. Further Comments if any : (Items without a number following received one response.)

More discussion - 4
More than one day - 2
Enjoyed very much - 2
More collaboration needed between academia and industry
Repeat seminars like this every three months
Nice to get to know other managers
Broader involvement of managers needed
Very enriching
Extend seminar to mid-management
Enjoyed the discussions very much

Appendix 30

PARTICIPANT RESPONSE
to the seminar on
RECOVERY OF BANK LOANS: IN SEARCH OF AN ANSWER
Dhaka University, July 16, 1986
(n=35; 9 nonrespondents)

						No Response	Average Ranking
1. How well were the objectives for the seminar accomplished?							
	Poorly	Below Average	5 Average	4 Above Average	17 Well		4.46
2. How important were the objectives for your job as a manager/executive?							
	Unimportant	1 Slightly Important	3 Average Importance	4 Above Average Importance	17 Very Important	1	4.48
3. How satisfactory were the presentation methods used?							4.27
	Very Unsatisfactory	Unsatisfactory	Undecided	19 Satisfactory	7 Very Satisfactory		
4. How well did the facilitators/presenters fulfill their roles?							
McLean:	Poorly	Below Average	1 Average	3 Above Average	22 Well		4.81
Khan:	1	1	1	4	19		4.50
Siddique:			4	7	15	2	4.42
Bhowmik:		1	3	6	14		4.38
5. How acceptable were the facilities?							
	1 Totally Unacceptable	Unacceptable	4 Average	12 Acceptable	9 Totally Acceptable		4.08
6. What is your overall rating of this seminar?							
	Poor	1 Below Average	6 Average	11 Very Good	8 Excellent		4.00

7. What did you like best about the seminar?

Discussion - 7	Presentation - 2	Policy Issues - 1
Case Studies - 7	Brainstorming - 1	Speech by H. Khan - 1
Small Groups - 3	McLean - 1	Mutual Understanding - 1
Enthusiasm - 2	Environment - 1	Methods - 1

8. What about the seminar needs improvement?
More Time - 10 Have Executives Present - 1 More Discussion - 1
Broader Range of Organizations - 2 More Elaborate Discussion - 1
Distribute Papers - 1 Participants will do better next time with this
More Emphasis on Policy Issues - 1 experience - 1 More Interaction - 1
More Case Studies - 1 Evaluation of Responses by Facilitators - 1
Quality of Participants - 1 Read Cases Beforehand - 1

9. Preference for Proposed Executive Development Programs

3	Did Not Respond	6	Management & Export Marketing
5	Employee Motivation	4	Labour-Management Relations
5	Management Motivation	0	Corporate Tax Accounting
11	Managerial Decision-Making	4	Cost Control
2	Employee Performance Appraisals	4	Accounting as a Mgmt. Aid
1	Employee Compensation and Benefits	5	Financial Statement Interpretation
5	Strategic Planning	11	Bank Loan Management
4	Job Planning	5	Management of Institutional Borrowings
4	Supervision	5	Portfolio Management
3	Team Building	10	Working Capital Management
0	Advertising	3	Cash Management
2	Sales Management	5	Liquidity Management
0	Distribution	13	Project Appraisal
4	Working with the Government	4	Rural Banking
2	Delegation	0	Finance for Non-Finance Executives
3	Training of Subordinates	5	Financial Control
4	Quality Control	7	Financial Management
8	Management Information Systems	2	Business Forecasting
3	Microcomputers		
7	Organization Development		
12	Recovery of Bank Loans		

Add others in which you would be interested:

Foreign Loans for Development - 1

Please provide any other comments about this seminar or about executive development in general.

Have more - 2
Excellent - 2
Discussions were very effective - 1

Appendix 31

PARTICIPANT RESPONSE
to the seminar on
EMPLOYEE COMPENSATION
IBA, July 17, 1986
(n=17; 6 nonrespondents; totals in parentheses reflect faculty responses)

Indicate your designation: 7 Management, 4 Faculty

						No Response	Average Ranking
1. How well were the objectives for the seminar accomplished?							
	Poorly	Below Average	Average	Above Average	Well	(1)	4.00
		(1)	(2)	3	4		
2. How important were the objectives for your job as an executive?							
	Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Imporant	(3)	4.38
			1	1 (1)	5		
3. How satisfactory were the presentation methods used?							3.82
	Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory		
		(1)	(1)	6 (2)	1		
4. How well did the facilitators/presenters fulfill their roles?							4.18
McLean:	Poorly	Below Average	Average	Above Average	Well		
			(3)	2 (1)	5		
5. How acceptable were the facilities?						1 (1)	3.44
	Totally Unacceptable	Unacceptable	Average	Acceptable	Totally Acceptable		
			3 (2)	3 (1)			
6. What is your overall rating of this seminar?							3.55
	Poor	Below Average	Average	Very Good	Excellent		
		(2)	(2)	6	1		

7. What did you like best about the seminar?
   - Discussion - 3
   - Participation - 2 (2)
   - Industrial Participation - 1
   - McLean's Leadership - 1
   - Exploration of Employee Benefits - 1
   - Case Studies - 1

8. What about the seminar needs improvement?
   - More Participants - 2 (2)
   - More Time - 2
   - Earlier in the Day - 2
   - More Organizations Involved - 2
   - Two-Three Days - 1
   - Brief Presentation Prior to Cases - 1
   - More Details - 1
   - Facilities - (1)

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars:

6___ Employee Motivation
2 (3) Management Motivation
5 (3) Managerial Decision-Making
3 (1) Employee Performance Appraisals
5___ Employee Compensation and Benefits
2 (2) Strategic Planning
4 (1) Job Planning
1___ Supervision
4 (2) Team Building
2 (1) Advertising
2___ Sales Management
1___ Distribution
__(1) Working with the Government
4 (1) Delegation
6 (1) Training of Subordinates
2 (3) Quality Control
3 (2) Management Information Systems
1 (3) Microcomputers
4 (1) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:

Please provide any other comments about this seminar or about executive development in general.

Appendix 32

Workshop on Writing a Case Study
Presentation Notes

1. What is a case?

   "A case is a description of a real problem situation that stops short of analysis and decision-making and for which several feasible solutions are available."

2. How does an instructional case differ from a research case and a problem?

   A PROBLEM has a specific answer that is expected from the students. Its purpose is to identify specific knowledge and understanding.

   A RESEARCH CASE provides analysis, conclusions, and recommendations. Its purposes are to: identify new principles; solve specific problems; illustrate specific principles; encourage students to critique analysis processes used; and to illustrate the analysis process.

   A TEACHING CASE is defined in No. 1, above. Its purposes are to: develop analysis skills; develop decision making skills; experience ambiguity of real world; develop communication skills (in presenting conclusions and recommendations); develop team work (when syndicate or small groups are used); and to illustrate appropriate principles inductively (when presented before the applicable theoretical principles have been given).

3. How do you start? (Refer to F. Karim's Appendix 2)

4. How do you gather information? (Refer to F. Karim's Appendix 3)

   Think about objectives and what you need to present.
   Refer to McLean (1985a, p. 20)
   Identify a problem and have participants write appropriate interview questions
   Review the questions
   Revisiting organization for revision purposes

5. How do you write a case study proposal for BMET funding?

   a. Case writer's name and designation
   b. Instructional Objectives (usually in a narrow subject area)
   c. Organization, specific contact in that organization, and whether permission for participation and publication of case has been obtained
   d. Brief (1 paragraph) description of the situation
   e. List of questions to be asked in the interview
   f. Time lines
   g. Budget

6. Review a case from McLean (1985a); critique and determine if there are any questions

ANNEXURE - II

HOW TO INITIATE THE WRITING OF A CASE

STEPS	ACTIVITIES	OUTPUT
1.	Seek a cooperating organization and manager	Much information on situations
2.	Open initial short discussions with concerned managers and draw out a plan including consent on publishing the case	Timely completion of the case and its subsequent release
3.	Gather data	Basis of the case
4.	Introduce a cut off point when decision is to be made and explain urgency	Closing of the case and highlighting the problem
5.	Disguise the organization	Maintenance of goodwill.

(Prepared by Fazlul Karim, Faculty Chairman Executive Development Programmes, Institute of Business Administration, University of Dhaka)

Annexure - III

DATA GATHERING SEQUENCE FOR WRITING THE CASE

* What happened?
* To whom did it happen?
* When did it happen?
* Where did it happen?
* What decisions were taken?
* How were the decisions taken?
* Why was it taken?

(Prepared by Fazlul Karim, 1Faculty and Chairman,
Executive Development Programme, IBA, Dhaka University)

USING CASE STUDIES IN THE BUSINESS CLASS

Gary N. McLean, Professor, University of Minnesota, USA

June 29, 1986

DEFINITION: A case study is a description of a real problem situation that stops short of analysis and decision-making and for which several feasible solutions are available.

OBJECTIVES:
- To develop analysis skills
- To illustrate appropriate principles inductively
- To develop communication skills
- To experience ambiguity of real world
- To develop team work
- To develop decision making skills

WHY CASES ARE USED:
- Better transfer to the job
- Knowledge acquired lasts longer
- More interesting to students and instructors
- Facilitates academia/business world interaction
- Develops skills not easily developed otherwise
- Broadens knowledge-base in instruction by using knowledge and experience of participants

INSTRUCTOR'S ROLE:
- Keep the discussion on track and orderly
- Periodically summarize
- Record class process
- Keep the discussion moving by asking "right" questions
- Don't impose your solution or push for a solution
- Honor/respect each student and insure that others do the same
- Encourage participation; shut off compulsive talkers
- Seek clarification; paraphrase

STUDENTS' ROLE:
- Identify the facts
- Identify the problems; which are "major"?
- Identify the roots of the problems; causes
- Identify options available to resolve problems
- Identify further information needed/assumptions
- Select "best" solution
- Identify effects/outcomes of choice
- Justify choice

DISADVANTAGES:
- Time consuming
- Unprepared students
- Availability of "good" cases
- Difficulty in evaluation
- Instructor lacking facilitation skills